



University of Wales
Trinity Saint David
LONDON

Master of Business Administration

International Business Concepts
Code- LCMB7026_LON

Assessment- Coca 'Cola
submitted by

Nabila Shafiq Chowdhury
ID:2434998

Submitted to
Lecturer- Tushara Balendran

Date: Friday 19th December 2025



Source: (Nunes, K., 2021)

Table of content

1. Introduction	3
1.1 Company Overview	4
2. The Macro environment	4
2.2 Analyzing the PESTLE model between USA & Bangladesh	5
2.2.1 Political situation of Coca-Cola company in USA and Bangladesh	5
2.2.2 Economic situation of Coca-Cola company in USA and Bangladesh	5
2.2.3 Changing Social Trends of Coca-Cola company in USA and Bangladesh	6
Critical Analysis of Hofstede Model	6
Hofstede model comparison between USA & Bangladesh	7
Cultural Six Dimension Comparison	7
Hofstede model Advantage and Disadvantage	9
2.2.4 Technological situation of Coca-Cola company in USA and Bangladesh	9
2.2.5 Legal situation of Coca-Cola company in USA and Bangladesh	9
2.2.6 Environmental situation of Coca-Cola company in USA and Bangladesh	10
2.3 Similarities and Differences of PESTLE Model between USA & Bangladesh	10
Similarities (USA & Bangladesh)	11
Differences (USA vs Bangladesh)	11
3. STP strategies of Coca-Cola in USA and Bangladesh	11
3.1 Segmentation Comparison between USA and Bangladesh	11
3.2 Targeting Strategy of Coca-Cola in USA and Bangladesh	12
3.3 Positioning Strategy of Coca-Cola in USA and Bangladesh	13
Perceptual Map Comparison	13
3.4 STP Similarities and Differences between the USA and Bangladesh	14
4. Marketing mix Elements (7p)	15
4.1 Product strategy of Coca-Cola In-Depth and In-Width Analysis	15
4.2 Price	18
4.3 Place (Distribution)	19
4.4 Promotion	20
4.5 People	21
4.6 Process	22

4.7 Physical Evidence (Packaging, Labelling, Brand Touchpoints) _____	24
4.1.2 Similarities and Differences of Coca-Cola 7Ps: USA & Bangladesh _____	24
5.Evaluation of whether Coca-Cola marketing strategies are successful in USA and Bangladesh. _____	25
5.1 Evaluation of Ethical and Unethical Issues in Coca-Cola’s Marketing Mix in Bangladesh _____	26
6.Conclusion _____	28
7.Reference _____	29

1.Introduction

This assessment analyses the marketing strategies of Coca-Cola in the United States and Bangladesh, focusing on how the brand adapts its approach across two markets with contrasting economic, cultural, and regulatory environments. The USA represents a mature and highly competitive beverage market, while Bangladesh is an emerging market where affordability, distribution efficiency, and local relevance are critical factors influencing consumer behaviour (Kotler and Keller, 2016). The report begins with an overview of Coca-Cola's operations in both countries, followed by a comparative analysis of the macro-environment using the PESTLE framework. Differences and similarities in segmentation, targeting, and positioning (STP), as well as the 7Ps marketing mix, are then examined using market and industry evidence. The effectiveness of Coca-Cola's marketing strategies in each country is evaluated through indicators such as sales performance, market presence, and brand engagement. Finally, the report assesses ethical and unethical issues related to the marketing mix and offers recommendations for unethical issue solving and strengthening Coca-Cola's international marketing strategies.

1.1Company Overview

Coca-Cola is one of the most recognized and cherished brands worldwide, known not just for its beverages but also for the emotions it evokes. The company's story began in 1886 in Atlanta, Georgia, when pharmacist created a unique caramel-colored syrup that would later become the world-famous Coca-Cola drink. What started as a local soda fountain favorite has transformed into a global icon, reaching millions of people every day in over 200 countries. (Coca-Cola Company, 2024).

Coca-Cola's core product remains like its classic cola, but the company has significantly diversified over the years. Its portfolio now includes a wide range of beverages, such as sparkling water, fruit juices, teas, coffees, energy drinks, and low- or no-sugar options, catering to evolving consumer tastes and lifestyles. (Kotler et al., 2019) This variety ensures that Coca-Cola can connect with a broad audience, from young consumers looking for refreshing soft drinks to health-conscious individuals seeking lighter alternatives.

With more than a century of history, Coca-Cola continues to blend tradition with innovation. Its ability to adapt to global trends, maintain strong emotional connections with consumers, and focus on sustainability ensures that it remains a leader in the beverage industry and a symbol of joy and connection around the world. (Rahman, 2022).

2. The Macro environment

The macro environment refers to the broad external forces that influence an organization's performance and decision-making. It includes six key factors: political, economic, social, technological, legal, and environmental collectively known as the PESTLE framework (Kotler et al., 2019).



Source: (Kumar, P., 2020)

2.2 Analyzing the PESTLE model between USA & Bangladesh

PESTLE analysis helps organizations get a clear view of what's happening outside their business or external environment. It allows them to spot potential opportunities and challenges in their environment so they can create effective strategies and make better decisions for the future.

2.2.1 Political situation of Coca-Cola company in USA and Bangladesh

The USA political environment is fairly stable, which helps Coca-Cola navigate regulations and taxes more predictably. However, the rise of soda taxes in some cities and health-driven regulation (e.g. sugar-sweetened beverage levies) poses some pressure. (Sherman & Weston, 2019)

Assessment: Favorable, since the company can navigate the system and has strong institutional support, though not entirely risk-free.

In Bangladesh, Coca-Cola faces political challenges including abrupt tax hikes on carbonated drinks (for example proposals to raise turnover tax from 0.6 % to 5 %) and sensitivity around public controversies

Assessment: Moderately unfavourable, because while opportunity exists, political shifts make things less secure.

2.2.2 Economic situation of Coca-Cola company in USA and Bangladesh

In the USA, Coca-Cola operates in a strong and mature economy where consumer spending remains high, supported by steady GDP growth of around 3.8% in 2025 (U.S. Bureau of Economic Analysis, 2025). Inflation has eased to around 3%, which, although still above pre-pandemic levels, supports better price stability (Trading Economics, 2025). With a large GNP and high purchasing power, the U.S. market gives Coca-Cola a stable and dependable business environment. However, inflationary pressure and rising operating costs mean the economic climate isn't perfect.

Assessment: Moderately favourable for Coca-Cola as brand loyalty and market maturity outweigh economic challenges (Morgan Stanley, 2025).

In Bangladesh, Coca-Cola benefits from a growing population and rising consumption patterns. However, the economy has recently slowed, recording 3.97% GDP growth in FY 2024-25, one of the lowest in years (BBS cited in TBS News, 2025). Inflation remains high at around 10%, reducing consumers' disposable income (IMF, 2025). While Bangladesh has long-term growth potential and a rising market demand for beverages, economic volatility and high inflation create challenges for pricing and profit margins.

Assessment: Despite current pressures, the environment is cautiously favourable for Coca-Cola due to long-term market opportunities and rising urban consumption.

2.2.3 Changing Social Trends of Coca-Cola company in USA and Bangladesh

In the USA, consumers are increasingly leaning toward healthier lifestyles, preferring low-sugar drinks, organic options, and functional beverages like vitamin-infused water. This shift challenges Coca-Cola's traditional soda products, but the company has responded by expanding zero-sugar, flavored water, and sports drink offerings (The Coca-Cola Company, 2023). Additionally, sustainability matters more than ever to U.S. consumers, who expect brands to reduce plastic waste and support environmental causes (Statista, 2024).

Assessment: Moderately unfavourable to favourable — Traditional soda demand is decreasing, but Coca-Cola's innovation in healthier and sustainable options helps maintain its position.

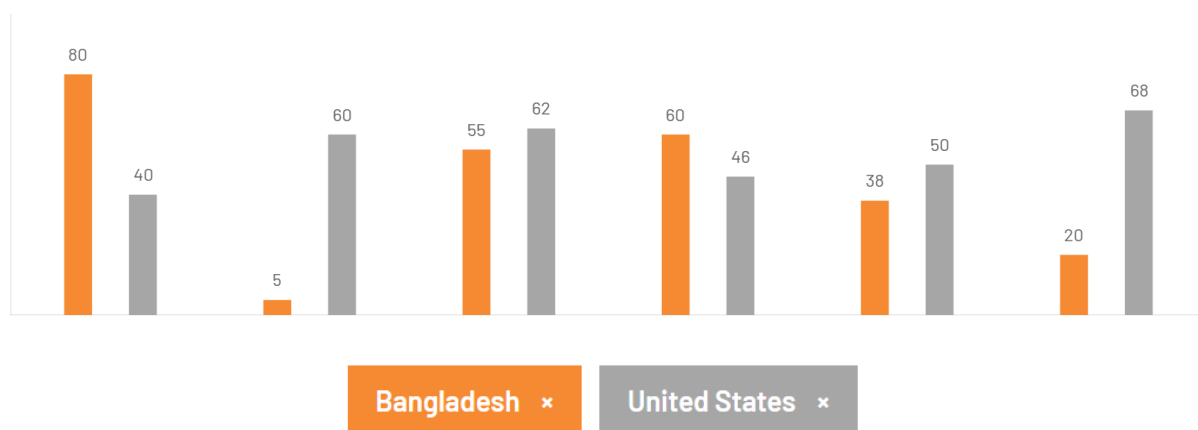
In Bangladesh, rapid urbanization, rising incomes, and a young population are increasing demand for branded and refreshing beverages. Soft drinks are commonly consumed during social gatherings and hot weather, creating strong demand for Coca-

Cola products (Rahman, 2023). However, health awareness is slowly increasing, leading some consumers to seek lower-sugar drinks, though not yet as strongly as in the U.S. (Haque, 2024).
Assessment: Favourable — Growing youth population and lifestyle changes support Coca-Cola, while health trends remain an emerging, manageable challenge.

Critical Analysis of Hofstede Model

Hofstede's Cultural Model breaks culture into dimensions such as individualism, power distance, and uncertainty avoidance to help us understand why societies think and act differently (Hofstede, 2011).

Hofstede model comparison between USA & Bangladesh



(Source: Do by the learner)

Cultural Six Dimension Comparison

Power Distance (80/40):

The reason scores 80 Bangladesh accepts strong hierarchies and top-down decision-making, while the U.S. values equality, approachable leaders, and open communication and that is why their power distance score 40.

Individualism vs Collectivism (5/60):

Bangladesh is highly collectivist, prioritizing family, community, and group harmony (5). The U.S. is individualistic, emphasizing personal freedom, independence, and merit-based achievement (60)

Masculinity (Achievement) (55/62):

Both countries value success and achievement, but Bangladesh leans toward respectful competition within groups, while Americans openly celebrate personal accomplishments and foster a “can-do” mentality.

Uncertainty Avoidance (60/46):

Bangladesh prefers structure, rules, and routines, whereas Americans are more comfortable with change, innovation, and new ideas.

Long-Term Orientation (38/50):

Bangladesh is more traditional and short-term focused. People respect long-held customs, prefer familiar approaches, and often look for quick, practical results rather than long-term planning.

Indulgence vs Restraint (20/68):

Bangladesh sits on the restraint side of the scale, meaning people tend to be careful about pleasure-related spending and usually prioritise necessity over indulgence. Because Coca-Cola is often seen as a “treat” rather than a need, consumers may buy it less frequently and be more price conscious.

For Coca-Cola, this is somewhat unfavourable because spontaneous purchases are lower, and consumers may be more price-sensitive and cautious about “non-essential” items (Hofstede, 2024).

The USA’s high indulgence score signals a culture that values enjoyment, personal freedom, and treating oneself. This environment strongly supports impulse buying and emotional marketing.

For Coca-Cola, this is highly favourable because consumers are more likely to buy soft drinks for pleasure, convenience, and lifestyle appeal (Hofstede, 2024).

Advantage & Disadvantage of Hofstede Model in terms USA and Bangladesh

Advantages of Hofstede’s Model

Understanding Workplace Culture:

In Bangladesh, the model explains why hierarchical structures and group loyalty are strong, helping international companies like Coca-Cola manage teams effectively.

In the USA, it highlights the value of individualism and equality, aiding managers in designing merit-based systems and encouraging innovation (Hofstede et al., 2010).

Cross-Cultural Communication:

The model helps identify potential misunderstandings. For example, Americans may expect open dialogue, whereas Bangladeshis may defer to authority, allowing companies to adjust communication strategies (Hofstede Insights, n.d.).

Global Strategy Planning:

Companies can adapt marketing and management strategies according to cultural preferences group-oriented campaigns for Bangladesh and individual-focused promotions in the U.S.

Disadvantages of Hofstede's Model

Overgeneralization: it risks stereotyping. Not every American is highly individualistic, nor every Bangladeshi strictly hierarchical. Cultural diversity within countries can be overlooked (McSweeney, 2002).

Static Snapshot: Cultures evolve over time, but the model can give the impression of fixed traits. For instance, younger generations in Bangladesh may embrace more individualism, which the model may not capture.

Limited Contextual Insight: Hofstede focuses mainly on work-related behaviors and may not fully explain cultural nuances in social, political, or economic contexts (Hofstede et al., 2010).

Hofstede model Advantage and Disadvantage

Advantages of Hofstede's Model

One main advantage of Hofstede's model is that it helps people easily understand cultural differences between countries. It is simple to use and very helpful for international business, management, and communication because it explains why people from different cultures may think or behave differently.

Disadvantages of Hofstede's Model

However, the model also has limitations. It can sometimes oversimplify cultures by treating an entire country as if everyone is the same. Cultures change over time, but Hofstede's data is based on older research, so it may not always reflect modern cultural differences.

2.2.4 Technological situation of Coca-Cola company in USA and Bangladesh

In the United States, Coca-Cola benefits from a highly advanced technological environment. Automation in bottling plants, AI-driven supply chain management, and

digital marketing tools allow the company to operate efficiently and respond quickly to consumer trends (Insight, 2025).

Assessment: Favorable — advanced technology supports productivity, innovation, and market competitiveness.

In Bangladesh, technological infrastructure is improving, with better mobile networks, digital payment systems, and gradual adoption of automation in manufacturing. However, the adoption of high-end production technology is still limited compared to developed markets (FICCI, 2025; Divo Solutions, 2024).

Assessment: Moderately favourable — growing digital infrastructure provides opportunities, but limited automation and tech gaps may slow operations.

2.2.5 Legal situation of Coca-Cola company in USA and Bangladesh

In the United States, Coca-Cola operates under strict but well-established legal frameworks, including food safety regulations, labeling requirements, and labor laws. Compliance is straightforward due to clear guidelines and robust enforcement systems (FDA, 2023). However, evolving regulations on sugar content, packaging, and environmental compliance require ongoing adaptation.

Assessment: Favourable — the predictable legal environment supports business operations, though some regulatory costs exist.

In Bangladesh, Coca-Cola faces a developing legal system with challenges such as complex import/export regulations, high taxation, and evolving food safety standards. While laws exist to protect consumers, enforcement can be inconsistent, requiring the company to navigate bureaucracy carefully (Rahman, 2024).

Assessment: Moderately favourable — growth opportunities exist, but legal complexities increase operational risk.

2.2.6 Environmental situation of Coca-Cola company in USA and Bangladesh

In the United States, Coca-Cola faces strict environmental regulations regarding water usage, packaging, and waste management. The company has invested heavily in sustainable practices, such as recycling programs, reducing water consumption, and using eco-friendly packaging (The Coca-Cola Company, 2023). These regulations are predictable and the market values environmentally responsible brands.

Assessment: Favourable — strong regulatory frameworks encourage sustainable operations and brand reputation.

In Bangladesh, environmental concerns are growing due to water scarcity, plastic waste, and pollution. Coca-Cola must navigate local environmental regulations, which are less strictly enforced but increasingly scrutinized by NGOs and consumers (Rahman, 2024). The company's sustainability initiatives, like water replenishment

and waste management programs, help improve its image, but implementation can be challenging.

Assessment: Moderately favourable — opportunities exist for positive impact, but environmental risks and enforcement gaps create challenges.

2.3 Similarities and Differences of PESTLE Model between USA & Bangladesh

Similarities (USA & Bangladesh)

- ❑ **Economic Growth Opportunities:** Both countries present opportunities for companies like Coca-Cola large markets in the U.S. and a growing, youthful consumer base in Bangladesh.
- ❑ **Political Stability:** Both countries maintain relatively stable governments, allowing for business operations and foreign investment.
- ❑ **Technological Adoption:** Increasing use of technology supports marketing, supply chain management, and e-commerce in both nations (Statista, 2024).

Differences (USA vs Bangladesh)

- ❑ **Economic Conditions:** The U.S. has a mature, stable economy with higher consumer spending, while Bangladesh is developing, with rising income but lower purchasing power and higher taxation on imports.
- ❑ **Social Trends:** Americans are more health-conscious and individualistic, while Bangladeshis are collectivist with strong brand loyalty and traditional consumption habits.
- ❑ **Legal & Regulatory Environment:** The U.S. has strict regulations on health, labeling, and labor, whereas Bangladesh has evolving policies and weaker enforcement mechanisms.
- ❑ **Environmental Awareness:** Sustainability is a major focus in the U.S., while Bangladesh faces challenges like water scarcity, waste management, and resource constraints.

3. STP strategies of Coca-Cola in USA and Bangladesh

STP stands for Segmentation, Targeting, and Positioning. It is a marketing strategy that helps companies understand their customers, choose the right audience, and position their products in a way that appeals to that audience. Essentially, it's about delivering the right product to the right people, in the right way (Kotler and Keller, 2016).

3.1 Segmentation Comparison between USA and Bangladesh

USA:

- **Demographic & Segmentation:** Consumers are segmented by age, income, lifestyle, and health-conscious preferences. For example, Coca-Cola targets young adults, fitness-conscious customers, and premium beverage buyers.

In the USA, VALS is widely used, and the population often divides into segments like Innovators, Thinkers, Achievers, Experiencers, Believers, Strivers, Makers, and Survivors (Kotler & Keller, 2022).

They prefer premium coffee, trendy drinks, energy beverages, things that match a busy or expressive lifestyle. They often choose *simple, familiar drinks* like regular coffee, classic soda, or tea because they value comfort and routine.

Many Americans start their day with coffee, which fits well with both high resource (e.g., Innovators) and routine-based groups (e.g., Believers) (National Coffee Association, 2020).

- **Behavioral Segmentation:** High focus on brand loyalty, convenience, and product variety. Consumers often seek innovative or low-sugar options.
- **Geographic Segmentation:** Urban vs rural preferences exist, but most marketing is national due to advanced distribution networks.

Bangladesh:

- **Demographic Segmentation:** Targeting is often based on age and income, with a focus on the youthful population and middle-class consumers. Bangladesh has different cultural dynamics, but VALS thinking can still apply in a localized way: More likely to prefer *coffee, soft drinks, café drinks*, and global brands as signs of modern lifestyle (Rahman, 2021). Strong preference for *tea*, which is deeply rooted in daily life and culture. Often choose *soft drinks and iced beverages* as fun, modern, affordable choices. Tea remains the most culturally important drink in Bangladesh, especially outside big cities (Hossain, 2020).
- **Behavioral Segmentation:** Brand loyalty is strong, but price sensitivity is higher compared to the U.S. Consumers prefer familiar flavors and affordable packaging.
- **Geographic Segmentation:** Urban centers like Dhaka and Chittagong are the focus due to higher purchasing power and accessibility.

3.2 Targeting Strategy of Coca-Cola in USA and Bangladesh

Undifferentiated Targeting Strategy

Coca-Cola uses an undifferentiated targeting strategy mainly for its original Coca-Cola product. This strategy targets the entire market with one product and one main marketing message. In both the USA and Bangladesh, Classic Coke is promoted as a drink for everyone, regardless of age, gender, or social class. The brand focuses on

universal emotions such as happiness, refreshment, and togetherness, which helps Coca-Cola maintain a strong and consistent global image (The Coca-Cola Company, 2023).

Differentiated Targeting Strategy

Coca-Cola also applies a differentiated targeting strategy by offering different products and marketing approaches for different customer segments.

In the USA, Coca-Cola targets specific lifestyle and health-conscious consumers through products like Diet Coke and Coca-Cola Zero Sugar. These products are aimed at people who are concerned about sugar intake, calories, and healthy living, using modern and lifestyle-focused advertising (Hiver, 2024).

In Bangladesh, Coca-Cola's differentiated strategy focuses more on income levels, age groups, and affordability. The company offers Coke in various pack sizes and price points to attract students, families, and middle-income consumers. Marketing campaigns are also adapted to local culture and youth-focused events, while still keeping the global brand identity consistent (Rahman and Uddin, 2018).

Coca-Cola treats everyone as a potential customer when promoting its original Coke in both the USA and Bangladesh (undifferentiated strategy). However, when customer needs differ such as health awareness in the USA or price sensitivity in Bangladesh the company adjusts its products and marketing to suit those groups (differentiated strategy). This balanced approach helps Coca-Cola succeed in very different markets.

3.3 Positioning Strategy of Coca-Cola in USA and Bangladesh

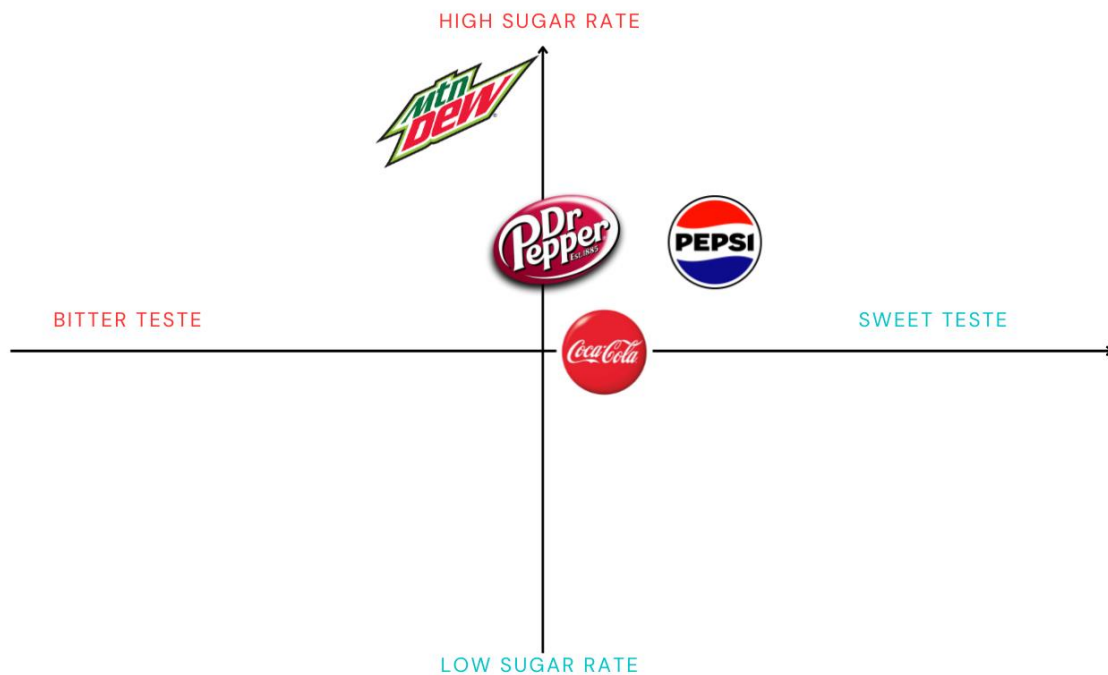
While Coca-Cola is globally admired for its emotional branding and wide availability, it has also faced criticism for unethical positioning practices in both the USA and Bangladesh, mainly related to health concerns, environmental issues, and misleading marketing.

In the USA, Coca-Cola has been criticized for promoting sugary drinks as symbols of happiness and lifestyle success, despite rising concerns about obesity, diabetes, and other health problems. Critics argue that the brand's emotional advertising often downplays the negative health effects of excessive sugar consumption, especially when targeting young audiences (Brownell and Warner, 2009).

In Bangladesh, unethical concerns focus more on environmental and social impact. Coca-Cola has been accused of overusing groundwater in certain regions, leading to water scarcity for local communities (Mehta and Jha, 2015).

In both countries, Coca-Cola's strong emotional branding sometimes overshadows transparency regarding health and environmental consequences. While the company has made strides toward sustainability and sugar reduction, ethical debates continue about how honestly it balances profit with social responsibility.

Perceptual Map Comparison



(Source: Do by the learner)

In a perceptual map comparing Coca-Cola, Pepsi, Dr Pepper, and Mountain Dew of taste and sugar level, we see clear differences in how people experience them. Coca-Cola is usually described as a balanced cola—sweet, but with a slight acidity that keeps it from feeling too sugary (Schiffman & Wisenblit, 2019). Pepsi tends to taste sweeter and smoother, with a stronger sugary punch, which places it higher on both sweetness and perceived sugar intensity (Kotler & Keller, 2022). Dr Pepper is often viewed as even sweeter and richer, with fruity–spicy notes that make its flavor bold rather than bitter, placing it firmly in the sweet/high-sugar corner of the map (Wells & Prenskey, 2017). Mountain Dew, known for its intense citrus flavor, is one of the sweetest and highest-sugar soft drinks, often perceived as sharper and more sugary than traditional colas (National Soft Drink Association, 2020). None of these beverages are truly “low-sugar” in their regular versions, but Coca-Cola tastes the most “balanced,” while Mountain Dew sits at the extreme sweet/high-sugar end, with Dr Pepper and Pepsi falling between those points.

3.4 STP Similarities and Differences between the USA and Bangladesh

Both the USA and Bangladesh use the STP model to help Coca-Cola effectively identify its consumers and tailor its marketing strategies. The main similarity lies in Coca-Cola’s global approach: it segments markets based on demographics, psychographics, and behavior, and positions itself as a symbol of happiness, refreshment, and togetherness across both countries (Kotler and Keller, 2016).

However, the differences are shaped by culture, income level, and consumer behavior. In the USA, Coca-Cola applies a differentiated targeting strategy, appealing to varied lifestyles and preferences such as Diet Coke for health-conscious consumers and Coca-Cola Zero Sugar for calorie-aware youth. The positioning focuses on individual freedom and personal enjoyment, fitting the country's individualistic culture.

In contrast, in Bangladesh, Coca-Cola adopts a mass or undifferentiated targeting approach, focusing on affordability and emotional connection. Marketing emphasizes togetherness, family values, and celebrations, reflecting the collectivist culture and the need for value-based consumption (Hofstede Insights, 2024).

1. Marketing mix Elements (7p)

The Marketing Mix (7Ps) is a practical framework that helps businesses design and deliver value to their customers. Originally built around 4Ps Product, Price, Place, and Promotion, it was later expanded to 7Ps by adding People, Process, and Physical Evidence to better reflect the needs of service-based industries (Kotler and Keller, 2016).

4.1 Product strategy of Coca-Cola In-Depth and In-Width Analysis

1. Market Presence and Popularity

USA: Coca-Cola is one of the most recognized and consumed brands in the United States. It dominates the carbonated soft drink market along with Pepsi. The brand is deeply embedded in American culture through decades of advertising campaigns, sponsorships (like the Olympics and FIFA), and seasonal promotions such as the iconic holiday trucks. Its marketing emphasizes happiness, lifestyle, and emotional connections. ([The Coca-Cola Company, 2023])

Bangladesh: Coca-Cola is also a market leader in Bangladesh but faces more price-sensitive and competitive conditions. Alongside Pepsi and local brands like Mojo Cola, Coca-Cola has positioned itself as a premium yet accessible brand. It focuses on youth-oriented marketing, refreshment in hot weather, and availability in urban and semi-urban areas. (Rahman and Uddin, 2018).

2. Product Range and Taste Variety

USA: Coca-Cola offers a wide variety of flavors including Classic Coke, Diet Coke, Coca-Cola Zero Sugar, and seasonal or limited editions such as Orange Vanilla Coke. The company also experiments with functional and alternative beverages like flavored milk (Vio), sparkling water, and energy drinks. In the USA, packaging sizes are typically 355 ml (12 oz) cans, 591 ml (20 oz) bottles, 1.25 L bottles, 2 L bottles, and occasionally mini cans of 150 ml for specialty flavors. This variety allows consumers to choose based on portion preferences and occasions. (Hiver, 2024)

Bangladesh: The product range is more focused on core classics and functional beverages. Classic Coke, Diet Coke, Coca-Cola Zero Sugar, Sprite, Fanta, and Kinley water dominate the market. Flavored and functional extensions like Minute Maid juices are popular for local taste preferences and hydration needs. Packaging sizes in Bangladesh are adapted for affordability and consumption patterns, commonly 250 ml glass bottles, 300 ml PET bottles, 500 ml PET bottles, 1.25 L bottles, and 2 L bottles. Smaller sizes are particularly important in price-sensitive areas and for individual consumption. ([The Coca-Cola Company, 2023]; [Rahman and Uddin, 2018])

3. Branding and Marketing Strategy

USA: Marketing focuses on emotional storytelling, lifestyle branding, and limited-edition novelty products. Coca-Cola often uses large-scale campaigns, social media, sponsorships, and interactive campaigns to maintain consumer engagement and cultural relevance. (Hiver, 2024)

Bangladesh: Branding emphasizes refreshment, reliability, and youth engagement. Campaigns are often localized, focusing on affordability, cultural relevance, and social settings (like school and college events). The brand maintains global consistency while catering to local consumer behavior. (Rahman and Uddin, 2018).

4. Competitors



(Source: Do by the learner)

USA: The main competitors are PepsiCo, Dr Pepper, and other niche beverage brands. The market is highly competitive, which drives constant innovation and marketing campaigns. ([Hiver, 2024]).



(Source: Do by the learner)

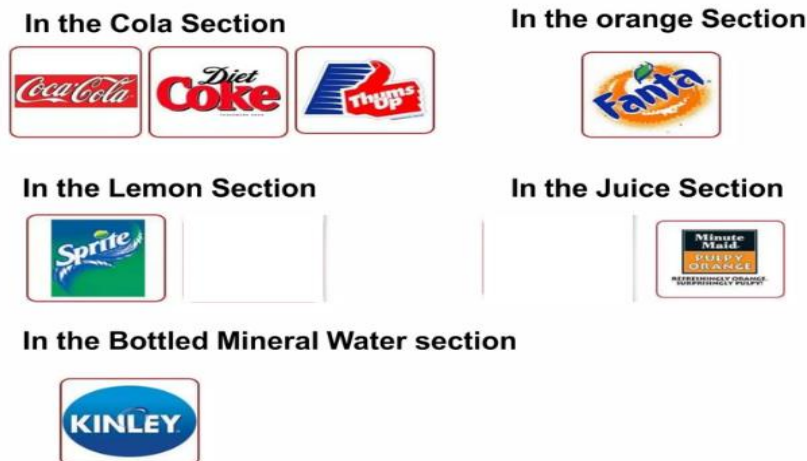
Bangladesh: In addition to, Coca-Cola competes with local cola brands such as Mojo Cola and RC Cola. Price and accessibility are key competitive factors. ([Rahman and Uddin, 2018].

5. Brand Extension and New Industries



(Source: Behance, "Coca Cola – Brand Book")

USA: Coca-Cola continues to extend into functional beverages, flavored waters, juices, and plant-based drinks. This reflects shifting consumer preferences toward health and lifestyle products.



(Source: Behance, “Coca Cola – Brand Book”)

Bangladesh: Coca-Cola extends beyond cola with Sprite, Fanta, Kinley water, and Minute Maid juices. These brand extensions target both taste preferences and functional needs such as hydration. ([The Coca-Cola Company, 2023]).

4.2 Price

USA: Value-Based and Competitive Pricing

In the United States, Coca-Cola mainly follows a value-based pricing strategy. This means prices are set based on what consumers are willing to pay, considering brand value, convenience, and competition. Because purchasing power is high in the USA, Coca-Cola can charge relatively higher prices, especially for premium or limited-edition products.

For example, a 355 ml (12 oz) can of Coca-Cola usually costs around USD 1.50–2.00, while a 2-liter bottle is commonly priced between USD 2.50–3.50, depending on the retailer. Coca-Cola also uses psychological pricing (e.g. \$1.99 instead of \$2.00) and frequent promotional discounts in supermarkets and fast-food outlets to stay competitive with Pepsi and other brands (Hiver, 2024).

Bangladesh: Penetration and Affordability-Focused Pricing

In Bangladesh, Coca-Cola follows a more penetration pricing strategy, focusing on affordability and mass consumption. Since consumers are more price-sensitive, Coca-Cola keeps prices low and offers smaller pack sizes so that people from different income groups can afford the product.

For example, a 250 ml glass bottle of Coca-Cola typically costs around BDT 25–30, while a 500 ml PET bottle is priced at about BDT 40–50. Even a 2-liter bottle is usually

priced much lower than in the USA when converted to USD. Coca-Cola also keeps its prices close to competitors like Pepsi and local brands such as Mojo Cola to avoid losing market share (Rahman and Uddin, 2018; The Coca-Cola Company, 2023).

4.3 Place (Distribution)

USA: Coca-Cola started in the USA, so its entry method was direct ownership, meaning the company built and controlled its own factories, distribution systems, and retail relationships (Kotler & Keller, 2020). This allowed Coca-Cola to fully control quality, supply chain, and marketing across the country. It was easier for Coca-Cola to grow because the U.S. is its home market, so no foreign barriers or local partnerships were needed.

Bangladesh: In Bangladesh, Coca-Cola uses a franchising or local bottling partnership model, where local companies produce, bottle, and distribute Coca-Cola products under license (Cateora et al., 2020). Coca-Cola provides the syrup and brand guidelines, while local partners handle manufacturing and distribution. This entry method helps Coca-Cola adapt to Bangladesh's market structure, where small retailers, rural markets, and price-sensitive consumers dominate. Local partners understand the culture, logistics, and regulations better, making distribution more effective.

Coca-Cola's Market Entry Method in Bangladesh

Market Entry Method Used: Franchising (Bottling Partnership)

Coca-Cola entered the Bangladeshi market using a franchising and bottling partnership model. Instead of directly producing and distributing its beverages, Coca-Cola licenses its brand name, formula, and production standards to a local bottling partner, which manufactures, bottles, and distributes Coca-Cola products within Bangladesh.

In Bangladesh, Coca-Cola products are bottled and distributed by authorized local bottlers under strict guidelines set by The Coca-Cola Company, while the parent company focuses on brand management, marketing strategy, and quality control (The Coca-Cola Company, 2023).

Why Coca-Cola Chose This Method

Coca-Cola chose the franchising/bottling model because it allows the company to enter the market quickly and efficiently without investing heavily in factories and infrastructure. Local partners already understand consumer behavior, distribution networks, pricing sensitivity, and regulatory requirements in Bangladesh.

This method also reduces business risk in a developing and price-sensitive market like Bangladesh, while still allowing Coca-Cola to expand its global presence and maintain brand consistency (Rahman and Uddin, 2018).

Advantages of This Market Entry Method

Lower investment risk

Coca-Cola does not need to invest large amounts of capital in manufacturing plants and logistics.

Local market expertise

Local bottlers understand Bangladeshi culture, consumer tastes, and distribution challenges better than a foreign company.

Wide and fast distribution

The franchising model helps Coca-Cola reach both urban and semi-urban areas efficiently.

Strong brand control

Coca-Cola maintains control over branding, quality standards, and marketing communication, even though production is local (The Coca-Cola Company, 2023).

Disadvantages of This Market Entry Method

Limited operational control: Coca-Cola depends on the local bottler for production and distribution performance.

Risk of quality inconsistency: If the local partner does not strictly follow standards, product quality or brand image may be affected.

Profit sharing: Revenue must be shared with the bottling partner, reducing total profit compared to full ownership.

Dependency on partner performance: Any inefficiency, labor issue, or mismanagement by the local bottler can impact Coca-Cola's reputation in the market (Rahman and Uddin, 2018).

4.4 Promotion

USA: Marketing and advertising campaigns leverage big media, national branding, lifestyle imagery, and seasonal promotions. Branding tends to focus on global campaigns, social media, holidays, and consumer emotions (happiness, sharing, etc.).

Bangladesh: Promotion is often localised: ads may use local languages, cultural references, festivals (religious or national), and sometimes local celebrities to connect with consumers. Campaigns might be adjusted for cultural resonance and local media consumption habits (TV, billboards, local events, social media).

4.5 People

Number of Employees

Globally, The Coca-Cola Company employs around 80,000–82,000 people, and a large share of these employees are based in the United States, where the company's headquarters and major corporate offices are located. In the USA, Coca-Cola employees mainly work in management, marketing, finance, research and

development, HR, and strategy. It is important to note that manufacturing and distribution are mostly handled by independent bottling partners, such as Coca-Cola Consolidated and other bottlers, which together employ tens of thousands more workers across the USA (The Coca-Cola Company, 2023).

In Bangladesh, Coca-Cola itself employs a small corporate workforce (mainly in marketing, sales, and administration). However, the majority of workers are employed by local authorized bottling partners, who manage production, bottling, and nationwide distribution.

Through these bottlers, Coca-Cola indirectly provides employment to several thousand workers across factories, warehouses, and delivery networks in Bangladesh (Rahman and Uddin, 2018).

Training Practices

In the USA, Coca-Cola places strong emphasis on professional and leadership development. Training includes:

- Structured onboarding programs
- Leadership and management development
- Digital learning platforms and skill-based training
- Diversity, equity, and inclusion (DEI) training

These programs help employees develop long-term careers and align their skills with Coca-Cola's global strategy (The Coca-Cola Company, 2023).

In Bangladesh, training is more operational and practical. Employees working under bottlers receive:

- Technical training for production and packaging

- Quality control and food safety training
- Health and safety training
- Sales and distribution training

This ensures local production meets Coca-Cola's global quality standards while supporting efficient operations (Rahman and Uddin, 2018).

Motivation and Reward Systems

Coca-Cola motivates employees in the USA through a mix of financial and non-financial incentives, such as:

- Competitive salaries and performance bonuses
- Health insurance and retirement benefits
- Career advancement opportunities
- Recognition programs and flexible work arrangements

These motivation strategies help retain skilled professionals and maintain high employee engagement (Hiver, 2024).

In Bangladesh, motivation strategies focus more on job security and performance incentives. These include:

- Fair wages and overtime pay
- Performance-based bonuses
- Safe working conditions
- Promotion opportunities within bottling companies

For many employees, working with a well-known multinational brand like Coca-Cola also provides social status and long-term job stability, which acts as a strong motivator (Rahman and Uddin, 2018).

4.6 Process

Customer Complaint Contact Channels

In the United States, Coca-Cola provides multiple ways for customers to raise complaints or give feedback:

A toll-free customer care phone number listed on product packaging and the official website. An online contact form on The Coca-Cola Company's website. Email and social media platforms (e.g., X/Twitter, Facebook). These channels allow customers to complain about issues such as product quality, packaging defects, taste, or availability (The Coca-Cola Company, 2023).

In Bangladesh, Coca-Cola handles customer complaints mainly through: Local bottler customer service phone numbers printed on bottles and labels. Feedback through retailers and distributors. Brand social media pages and local Coca-Cola offices. Because operations are handled by local bottlers, most customer complaints are first received and managed at the local level (Rahman and Uddin, 2018).

How Coca-Cola Processes Customer Complaints

Step 1: Complaint Registration

In both countries, the customer first submits a complaint via phone, online form, or retailer. Basic details such as product type, batch number, purchase location, and issue description are collected.

Step 2: Verification and Investigation

In the USA, complaints are logged into a centralized customer service system and forwarded to quality assurance or the relevant bottling partner for investigation.

In Bangladesh, local bottlers investigate the issue directly, often checking production batches and storage conditions.

Step 3: Resolution

Depending on the issue, Coca-Cola may:

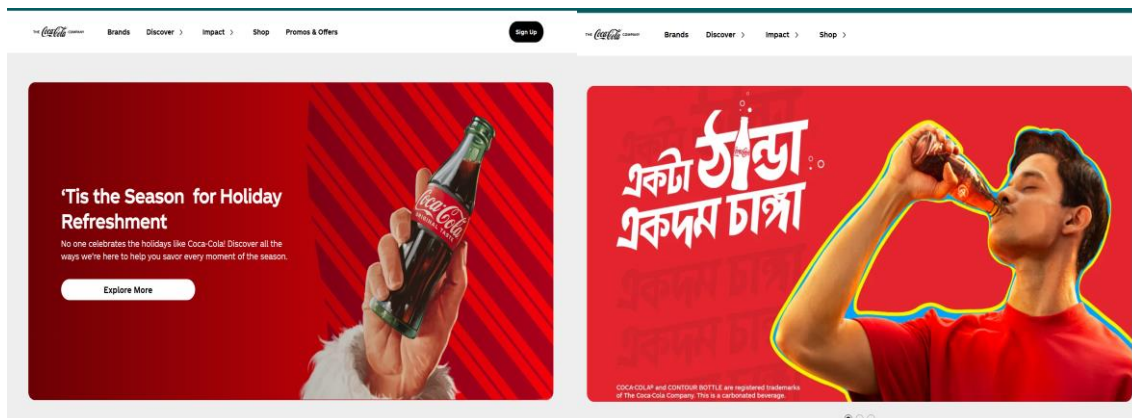
- Replace the product
- Offer coupons or refunds
- Provide an explanation or apology

Serious quality or safety complaints are escalated and handled according to Coca-Cola's global quality standards (The Coca-Cola Company, 2023).

Step 4: Feedback and Improvement

Customer complaints are analyzed to identify recurring issues. This feedback helps Coca-Cola improve product quality, packaging, and distribution in both markets.

4.7 Physical Evidence (Packaging, Labelling, Brand Touchpoints)



(Source: USA & Bangladesh website picture, 2025)

USA: visiting Coca-Cola's main U.S. website (coca-cola.com), the content focuses on global brand identity, company vision, sustainability goals, product information

and campaigns that reflect the company's worldwide presence and corporate strategy. The language and examples are broad, international-oriented, with features such as seasonal promotions and major global initiatives highlighted for visitors primarily in the U.S. market.

Coca-Cola Company Packaging is standardized, often with promotional seasonal cans or labels, nutritional information per US regulations, multipacks, and marketing consistent with global branding.

Bangladesh: In contrast, the Coca-Cola Bangladesh site (coca-cola.com/bd) is tailored to local tastes and preferences. It includes culturally relevant content like matching Coca-Cola with local foods and regional experiences, as well as local language options and community-focused messaging. The visuals and text speak directly to Bangladeshi consumers, making the brand feel closer to daily life in Bangladesh.

Packaging and labelling are adapted: bottles and cans may have local-language labels, nutritional or ingredient information per local regulation, and smaller sizes. Promotional materials (posters, ads) may emphasize local festivals/events or local cultural themes to resonate more with consumers.

4.1.2 Similarities and Differences of Coca-Cola 7Ps: USA & Bangladesh

Similarities

- **Product:** Core Coca-Cola taste and global variants (Coke, Diet Coke, Fanta, Sprite) are consistent across both countries (Kotler & Keller, 2020).
- **Promotion:** Both countries use Coca-Cola's global branding campaigns to emphasize happiness, sharing, and lifestyle (The Coca-Cola Company, 2015).
- **Brand Image/Physical Evidence:** Packaging, labels, and brand visuals maintain global recognition, reinforcing Coca-Cola's international identity (Schindler, 2019).

Differences

- **Product Ingredients:** U.S. Coca-Cola uses high-fructose corn syrup (HFCS), while Bangladesh often uses sucrose/cane sugar (The Coca-Cola Company, 2015; Coca-Cola Bangladesh, 2025).
 - **Price:** U.S. pricing focuses on convenience and bulk purchases; Bangladesh uses smaller, affordable pack sizes tailored to local income levels (Kotler & Keller, 2020; The Business Standard, 2024).
 - **Place (Distribution):** U.S. distribution is centralized via large retail chains, vending machines, and restaurants; Bangladesh relies on local bottlers, regional distributors, and small retailers (Cateora et al., 2020).
 - **Promotion:** Bangladesh localizes ads for festivals, language, and culture; U.S. campaigns focus on national/global media (Daily Sun, 2016).
 - **People & Process:** Bangladesh operations rely heavily on local bottlers and field staff for market reach, whereas U.S. operations are centralized and automated (Cateora et al., 2020).
 - **Physical Evidence:** Packaging in Bangladesh adapts to local regulations and cultural preferences, including smaller sizes and Bengali labels (Coca-Cola Bangladesh, 2025).
5. Evaluation of Coca-Cola marketing strategies is successful in USA and Bangladesh.

5.Evaluation of whether Coca-Cola marketing strategies are successful in USA and Bangladesh.

USA- strong performance and stable brand presence

In the United States, Coca-Cola remains a market leader in soft drinks, holding about 44.9% of the carbonated soft drink market in 2024 (Daily Herald Business, 2024). Among U.S. soft-drink consumers, 62% report using Coca-Cola, 60% like it, and 53% say they will drink it again, reflecting strong loyalty and high brand awareness (B

Strategy Hub, 2024). This shows that marketing efforts such as leveraging a long-established brand identity, offering a variety of products like classic Coke and low/zero-sugar options, and maintaining wide distribution continue to resonate in a mature, competitive market. Globally, including the U.S., Coca-Cola reported an annual revenue of approximately US\$47.06 billion in 2024, demonstrating its financial health and ability to sustain marketing and operations worldwide (Daily Herald Business, 2024).

In the U.S., Coca-Cola appears to continue benefiting from strong legacy branding, high consumer awareness, wide availability and a product mix that adapts to changing tastes (e.g., zero-sugar) factors that support stable market share and revenues.

Bangladesh - recent turbulence and shifting dynamics

In Bangladesh, the local bottler Coca-Cola Bangladesh Beverages Ltd (CCBB) held around 42–45% of the cola/soft-drink market in 2023 (Invest Bangladesh, 2024; The Daily Star, 2024). However, in mid-2024, a widely publicised controversy erupted after Coca-Cola released an advertisement attempting to distance the brand from perceived ties to Israel, which triggered strong consumer backlash (Al Jazeera, 2024; Arab News PK, 2024). Reports suggest that sales in many areas declined sharply, with some estimates indicating up to a 23% decrease following the boycott wave (Al Jazeera, 2024). As a result, some consumers reportedly abandoned Coca-Cola entirely, opting for local alternatives instead (Dhaka Tribune, 2024). Additionally, the bottling business was sold in early 2024 to Coca-Cola İçecek (CCI) in a transaction valued at US\$130 million (Invest Bangladesh, 2024).

In Bangladesh, although Coca-Cola had built a strong structural presence, recent socio-political events (especially linked to the Gaza conflict and the controversial advert) appear to have significantly disrupted consumer trust and buying patterns leading to reported sales declines and market-share shifts toward local brands.

5.1 Evaluation of Ethical and Unethical Issues in Coca-Cola's Marketing Mix in Bangladesh

Ethical Aspects

Local Engagement and Cultural Awareness Attempts

Coca-Cola have tried to adapt its marketing to the Bangladesh market by creating ads and campaigns in local language and cultural settings, such as portraying everyday scenarios familiar to consumers (e.g., market interactions). This shows an effort to connect with the local audience in a culturally relevant way, which is generally considered good practice in international marketing because it respects local context and improves communication (The Daily Guardian, 2024).

Unethical / Problematic Issues

1.Insensitivity and Misleading Advertising

One of the most significant ethical concerns was a controversial Coca-Cola advertisement released in Bangladesh during heightened political sensitivity due to the Israel–Gaza conflict. The ad attempted to reassure consumers that Coca-Cola was not tied to Israel, claiming “even Palestine has a Coke factory.” Many Bangladeshis viewed this statement as inaccurate, insensitive, and misleading, especially since the actual factory is located in an Israeli settlement in the occupied West Bank an area considered illegal under international law. This misrepresentation prompted strong criticism that the company was attempting to obscure the facts and downplay geopolitical sensitivities instead of acknowledging them transparently (Al Jazeera, 2024; Medium, 2025).

2.Lack of Cultural and Social Sensitivity

Marketing experts and local observers argued that this ad showed a failure to understand the cultural, political, and emotional context of Bangladesh, where support for the Palestinian cause is strong. The response was so negative that Coca-Cola temporarily removed the advertisement from social media platforms, but the issue had already damaged public perception. Critics labelled the campaign as tone-deaf because it ignored deeply held public sentiments, suggesting the company prioritized defensive PR over respectful engagement (News24, 2024).

3. Impact on Consumer Trust and Sales

The controversy did not remain ethical in nature; it also affected the brand’s commercial standing. Reports indicate that Coca-Cola experienced a noticeable decline in sales and increased calls for boycotts in Bangladesh after the ad aired. Many consumers shifted preference to local alternatives, indicating that the marketing approach not only raised ethical questions but also undermined consumer trust and loyalty (Dhaka Tribune, 2025).

Recommendations for Coca-Cola’s International Marketing Strategies and improving the unethical market.

Localize products and marketing: Adapt flavors, packaging, promotions, and pricing to match local tastes, culture, and economic conditions while maintaining global brand identity (Kotler & Keller, 2020).

Offer healthier options: Expand low-sugar, zero-calorie, or naturally sweetened beverages to address rising health concerns and demonstrate social responsibility (Montgomery, 2017; WHO, 2015).

Enhance sustainability initiatives: Use eco-friendly packaging, improve waste management, and support recycling programs, particularly in developing countries, to reduce environmental impact (Jambeck et al., 2015).

Leverage digital and social media marketing: Use locally relevant social media campaigns to increase brand engagement, awareness, and loyalty among different age groups (Kotler & Keller, 2020).

Responsible marketing to vulnerable groups: Avoid aggressive promotion of sugary drinks to children or low-income populations, ensuring ethical marketing practices (Montgomery, 2017).

Recommendations for Improving Unethical Marketing Issues of Coca-Cola in Bangladesh

To address its recent ethical challenges in Bangladesh, Coca-Cola should prioritise cultural sensitivity and transparency in its marketing communications. Before launching advertisements, the company should conduct thorough local cultural and political risk assessments and consult local experts to ensure messages do not conflict with public sentiment or contain misleading information. This would help prevent backlash caused by insensitive or inaccurate claims, such as those seen in the controversial advertisement related to geopolitical issues (Al Jazeera, 2024).

Additionally, Coca-Cola should adopt a more transparent communication strategy, openly acknowledging consumer concerns instead of attempting defensive messaging. Honest engagement through clear public statements and responsible advertising can help rebuild trust and demonstrate respect for Bangladeshi consumers (Dhaka Tribune, 2025).

Finally, strengthening corporate social responsibility (CSR) initiatives such as community development, environmental sustainability, and youth engagement programs can improve brand perception and show a genuine commitment to social values beyond profit. Ethical marketing combined with meaningful social contribution can help Coca-Cola regain consumer confidence and ensure long-term sustainability in the Bangladesh market.

6. Conclusion

Coca-Cola's marketing strategies in the United States and Bangladesh demonstrate the company's ability to adapt to diverse market conditions, yet they reveal contrasting successes and challenges. In the USA, Coca-Cola benefits from strong brand loyalty, mature distribution networks, and innovative product diversification, which maintain stable market share and consumer engagement (B Strategy Hub, 2024; Daily Herald Business, 2024). In Bangladesh, the company faces a dynamic and price-sensitive market, where political sensitivity, cultural awareness, and local consumer behavior critically influence success (Rahman and Uddin, 2018). Recent controversies, such as the geopolitically insensitive advertisement, highlight ethical shortcomings that impacted trust and sales (Al Jazeera, 2024; Dhaka Tribune, 2025). To strengthen its position, Coca-Cola should prioritize culturally sensitive communication, transparent marketing, and sustainable practices while expanding health-conscious product lines. Implementing these measures can enhance ethical standards, rebuild consumer trust, and support long-term growth in emerging markets like Bangladesh (Kotler and Keller, 2020).

7. Reference

The Coca-Cola Company, 2025. *Coca-Cola USA*. [online] Available at: <https://www.coca-cola.com/us/en> [Accessed 16 December 2025].

The Coca-Cola Company, 2025. *Coca-Cola Bangladesh*. [online] Available at: <https://www.coca-cola.com/bd/en> [Accessed 16 December 2025].

Coca-Cola Company (2024) *About Coca-Cola: Our History*. Available at: <https://www.coca-colacompany.com/about-us/history> (Accessed: 22 October 2025).

Kotler, P., Keller, K. L. and Chernev, A. (2019) *Marketing Management*. 16th edn. Pearson Education.

Rahman, M. (2022) 'Global branding and emotional marketing: A study on Coca-Cola's brand strategy', *Journal of Marketing and Communication Studies*, 4(3), pp. 33–47.

Statista (2025) *Non-alcoholic drinks market in the United States – market value forecast 2025*. Available at: <https://www.statista.com/outlook/io/manufacturing/consumer-goods/beverages/united-states> (Accessed: 30 October 2025).

Hofstede Insights (2023) *Country comparison – USA and Bangladesh*. Available at: <https://www.hofstede-insights.com/country-comparison/usa.bangladesh/> (Accessed: 30 October 2025).

FDA (2023) *Food and beverage regulations in the United States*. Available at: <https://www.fda.gov/food> (Accessed: 30 October 2025).

U.S. Bureau of Economic Analysis (2025) *Gross Domestic Product, 2nd Quarter 2025 (Third Estimate)*. Available at: <https://www.bea.gov/news/2025/gross-domestic-product-2nd-quarter-2025-third-estimate-gdp-industry-corporate-profits> (Accessed: 30 October 2025).

Trading Economics (2025) *United States Inflation Rate – September 2025*. Available at: <https://tradingeconomics.com/united-states/inflation-cpi> (Accessed: 30 October 2025).

Morgan Stanley (2025) *Global Economic Outlook 2025: U.S. Growth and Inflation*. Available at: <https://www.morganstanley.com/insights/articles/economic-outlook-midyear-2025> (Accessed: 30 October 2025).

The Daily Star (2025) 'GDP grows 3.97% in FY25, lowest since Covid: Provisional BBS data'. 27 May. Available at: <https://www.tbsnews.net/economy/bangladeshs-gdp-grows-397-fy25-provisional-bbs-data-shows-1153036> (Accessed: 30 October 2025).

International Monetary Fund (2025) *Bangladesh: At a Glance*. Available at: <https://www.imf.org/en/Countries/BGD> (Accessed: 30 October 2025).

Hofstede, G. (2011) *Dimensionalizing cultures: The Hofstede model in context*. Online Readings in Psychology and Culture, 2(1), pp. 1–26.

The Culture Factor (n.d.) *Country Comparison Tool – Bangladesh & United States*. Available at: <https://www.theculturefactor.com/country-comparison-tool?countries=bangladesh%2Cunited+states> (Accessed: 12 November 2025).

Hofstede, G., Hofstede, G.J. and Minkov, M. (2010) *Cultures and Organizations: Software of the Mind*. 3rd edn. New York: McGraw-Hill.

McSweeney, B. (2002) 'Hofstede's model of national cultural differences and their consequences: A triumph of faith – a failure of analysis', *Human Relations*, 55(1), pp. 89–118.

National Coffee Association (2020) *National Coffee Data Trends Report*. NCA USA.

Hossain, M. (2020) *Tea consumption culture in Bangladesh*. Dhaka University Journal of Business Studies, 41(2), pp. 55–67.

Schiffman, L. and Wisenblit, J. (2019) *Consumer Behavior*. 12th edn. Pearson.

SRI International (2019) *VALS™: A psychographic segmentation system*. SRI Consulting Business Intelligence.

National Soft Drink Association (2020) *Annual Beverage Consumption Report*. Washington DC: NSDA.

Wells, W. and Prensky, D. (2017) *Consumer Behavior and Marketing Strategy*. McGraw-Hill.

Coca-Cola Bangladesh, 2025. *Products — Coca-Cola*. [online] Available at: <https://www.coca-cola.com/bd/en/brands/coca-cola> [Accessed 26 Nov. 2025].

Kotler, P. and Keller, K., 2020. *Marketing Management*. 16th ed. Pearson.

The Coca-Cola Company, 2015. *Annual Report: “Taste the Feeling” and One Brand Strategy*. Atlanta: The Coca-Cola Company.

Hiver, 2024. *Coca-Cola marketing strategy: How Coca-Cola targets different customer segments*. Available at: <https://www.hivelr.com> (Accessed: 16 December 2025).

Rahman, M. and Uddin, M., 2018. *Market segmentation and targeting strategies of Coca-Cola in Bangladesh*. *International Journal of Business and Management*, 13(6), pp.112–120.

The Coca-Cola Company, 2023. *Our brands and marketing approach*. Available at: <https://www.coca-colacompany.com> (Accessed: 16 December 2025).

Hiver, 2024. *Coca-Cola human resource and management strategy*. Available at: <https://www.hivelr.com> (Accessed: 16 December 2025).

The Coca-Cola Company, 2023. *Our people and workplace culture*. Available at: <https://www.coca-colacompany.com> (Accessed: 16 December 2025).

Al Jazeera (2024) *Coca-Cola ad in Bangladesh sparks backlash for ‘denying ties with Israel’*. Available at: <https://www.aljazeera.com/news/2024/6/12/coca-cola-ad-in-bangladesh-sparks-backlash-for-denying-ties-with-israel> (Accessed: 16 December 2025).

Dhaka Tribune (2025) *How bad was Coca-Cola’s sales that they had to go on a PR offensive?* Available at: <https://www.dhakatribune.com/business/349345/how-bad-was-coca-cola%E2%80%99s-sales-that-they-had-to-go> (Accessed: 16 December 2025).

Medium (2025) *New Coca-Cola advertisement in Bangladesh stirs social media*. Available at: <https://medium.com/tuhin-sarwar/a-recent-coca-cola-ad-in-bangladesh-created-a-massive-response-702393f80d65> (Accessed: 16 December 2025).

The Daily Guardian (2024) *Why Is Coca-Cola Ad In Bangladesh Facing Backlash?* Available at: <https://thedailyguardian.com/south-korea/why-is-coca-cola-ad-in-bangladesh-facing-backlash-denying-ties-with-israel/> (Accessed: 16 December 2025).