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## **Executive Summary**

Upon comparison and contrast of the markets in the UK and Turkey, significant differences were identified in the countries. It was found that the cultural backgrounds of both countries were different and Coca-Cola needed to adopt different strategies for ensuring optimum operations. The report analyses the market using PESTLE, SWOT, Hofstede's and Porter's Five Forces. It then goes on to assess the marketing strategies in the two countries in terms of market entry, STP, and marketing mix. For making directional development strategies, the Ansoff matrix has been used and implemented in both the UK and Turkey and it has been witnessed that market development and diversification has been undertaken by the company. From Porter's generic strategies, Coca-Cola has used cost -leadership and differentiation. For finding recommendations, the TOWS matrix has been used.

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## **Introduction**

International marketing can be explained as the process to plan and conduct exchanges of products and services across national boundaries to meet the goals of individuals and firms (Czinkota, Ronkainen and Cui, 2022). It is used by firms to understand their position in the international economy. International marketing is the conduct of planning a business, pricing goods and services, promoting them and offering them to customers across the world to generate profit. It involves marketing in the local economy, exporting goods and multinational and global perspectives. Firms can determine the strategies related to research, forecasts and design approaches to enhance the sales of products in the international market. The following report will discuss how the marketing strategies of Coca-Cola differ in the UK and Turkey where it has been operating for a significant period of time. Its aim will be to critically compare and contrast the differences and similarities which are evident in the two countries with regard to marketing and how they have impacted the performance of Coca-Cola. Economic, political and socio-demographic features of the countries, cultural aspects and international strategies will be considered. The ethical and practical approaches adopted by the company for both countries will be discussed.

## **Background to Coca-Cola**

In 1886, Coca-Cola was founded by Dr John Pemberton which led to the massive growth from the only featured drink to a number of beverages popular worldwide (The Coca-Cola Company, 2023a). The beverage company is headquartered in Atlanta in the United States which has been capable of dominating the drinks market significantly. James Quincey is the Chairman and the Chief Executive Officer (CEO) at the Coca-Cola organisation and has been offering his services since 1996 (The Coca-Cola Company, 2023b). The President of the firm, John Murphy, was appointed as the Chief Financial Officer (CFO) in 2019 and has been sharing his expertise to make the company more successful.

Coca-Cola operates in over 200 nations and territories where more than 2.2 billion drinks are sold every day. The beverage firm has employed over 700,000 individuals across the world who have demonstrated exceptional capabilities to deliver positive results and ensure sustainable practices. In 2022, Coca-Cola experienced revenue generation of approximately \$43 billion worldwide (Statista, 2023a). It was introduced to the UK in 1900 when Howard Candler, the eldest son of the firm's founder visited London and brought the drink with him (Coca-Cola Europe, 2019). In 1964, iMSA (Has Group) in Istanbul was granted permission to produce and distribute the beverages of The Coca-Cola Company indicating the first franchise in Turkey. Since then, the company has been operating successfully in both of these countries.

## Similarities and differences of Turkey and UK markets

### The Macro Environments

PESTLE Analysis enables the evaluation of the external environment of businesses, thereby, helping to determine the disruptive changes which could cause challenges for the firms. It is a simple framework which facilitates businesses to predict future challenges and plan for appropriate actions to reduce the impact. However, the framework enables users to simplify the amount of information used resulting in the utilisation of insufficient data (CIPD, 2023). Moreover, the data obtained from various sources could be founded on assumptions and later this could be disapproved leading to misinformation and wrong analysis.

| Factors   | UK                                                                                                                                           | Turkey                                                                                                                                       |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Political | The UK exhibits a <i>political stability index</i> of 0.54 as recorded in 2021 (The Global Economy, 2023a) ( <i>Refer to Appendix 1</i> ).   | Turkey had a <i>political stability index</i> of -1.1 in 2021 (The Global Economy, 2023b) ( <i>Refer to Appendix 2</i> ).                    |
| Economic  | The <i>rate of inflation</i> has diminished to 7.9% as of June 2023 from high levels recorded in 2022 (Francis-Devine <i>et al.</i> , 2023). | In June 2023, Turkey had high <i>inflation rates</i> of 38.21% which has considerably lowered from 85.51% in October 2022 (Statista, 2023b). |
| Social    | <i>The literacy rate</i> has remained constant at 99% in the country (UNA-UK, 2023)                                                          | Turkey had a significantly high rate of <i>literacy</i> of 96.74% in 2019 with an increase of 0.59% from 2017 (Macrotrends, 2023).           |

|               |                                                                                                                                                                          |                                                                                                                                                                                       |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technological | <i>Innovation Index</i> was observed to be 59.7 in 2022 which has decreased from 61.3 in 2019 (The Global Economy, 2023c) ( <i>Refer to Appendix 3</i> ).                | Turkey has a low score in <i>the innovations index</i> of 38.1 as observed in 2022 with an increase from 36.9 in 2019 (The Global Economy, 2023d) ( <i>Refer to Appendix 4</i> ).     |
| Legal         | The <i>Consumers Rights Act 2015</i> protects customers when they purchase goods, services and online content (Which?, 2023).                                            | <i>Consumer Protection Law No. 6502</i> in Turkey protects the safety, well-being and economic interests while ensuring public welfare (FAO, 2019).                                   |
| Environmental | The <i>Environment Act 2021</i> has enabled the UK government to set new targets for ensuring air quality, biodiversity, water and waste management (ClientEarth, 2022). | Through <i>Environment Law No. 2872</i> , Turkey government can ensure the prevention of environmental degradation by adhering to the notions of sustainable development (FAO, 2023). |

**Table 1: PESTLE Analysis**

(Source: Created by the learner)

From the *political stability index* of both countries, a significant difference can be observed. Due to higher stability in the UK, there will be low political interference in Coca-Cola's operations. On the other hand, in Turkey, the index is extremely negative and hence, the government would have a higher influence on Coca-Cola's business activities. From an economic perspective, the *inflation rates* are high in both countries; however, Turkey shows extremely high rates. This indicates that purchasing power among Turkish people is significantly low and they would not be willing to buy beverages from the company. The situation in the UK has been improving which could lead to increasing sales for the beverage firm. Besides, the *literacy rate* has been observed

to be high in both countries indicating the availability of educated individuals. Coca-Cola would be able to employ highly skilled individuals in the company for developing its marketing strategies.

The UK has a high innovation index as compared to Turkey's indicating that Coca-Cola would be able to adopt highly advanced technological innovations for developing its business. With the low score in Turkey, Coca-Cola would not have adequate opportunities for succeeding in its innovative capabilities. The Consumers Rights Act 2015 enables customers to seek help if they receive unfair treatment from companies (GOV.UK, 2023). Conversely, ***Consumer Protection Law No. 6502*** provides consumers awareness, compensation for damages, and protection against ecological threats. These are slightly different; however, Coca-Cola has to be mindful of the laws in both countries to avoid an ill reputation through poor service. The environmental laws in Turkey and the UK require the beverage company to be sustainable and failure to do so could result in loss of business. Through the process of ***environmental scanning***, executives of a firm can examine the external conditions persisting which have significant consequences (Pryor *et al.*, 2019). Through environmental scanning or analysis, it was observed that external conditions in Turkey and the UK have both similarities and differences.

### **Hofstede Model of Cultural Dimensions**

This theory can help determine the difference in culture prevalent in nations and how businesses have to operate in varying cultures. However, Hofstede's cultural dimensions model is prone to myriad criticisms stating countries are not the appropriate measure for studying culture (Sent and Kroese, 2022). As can be observed from Figure 1, in ***power distance***, Turkey has a higher score of 66 while the UK has a low ranking of 35. Turkish firms are more hierarchical with high reliance on higher executives. The power in these organisations is centralised and employees are completely dependent on their supervisors. Power distance can impact the relationship between employees and their managers, thus, affecting their perspectives, behaviour and reactions to firm injustice (Trzebiatowski and Triana, 2020). Coca-Cola, being a hierarchical company would face challenges in communication due to the high-power distance in Turkey. Conversely, the UK

believes in minimising inequalities among individuals. This society is more open to treating everyone as equals.

The UK scores 89 for *individualism* while Turkey has a rank of 37 (Hofstede Insights, 2023). Turkey can thus, be considered a collective society where personal needs are not considered. The people in this country belong to several groups which offer care to them by demanding loyalty. Being an individualistic country, the UK emphasises people to be more self-centred and fulfil their personal desires. Coca-Cola's approach to work culture has to be completely different since British and Turkish people are motivated by unique factors. In terms of *masculinity*, with a score of 45, Turkey is feministic while Britain is considered masculine with a rank of 66. Masculine societies, according to Hofstede are competitive and prefer to focus on accomplishments, heroism and being assertive (DiRienzo and Das, 2020). Feminine societies, such as Turkey, have softer features of culture including consensus, modesty, cooperation, maintaining the quality of life and caring for weak individuals. Coca-Cola has to pay attention to Turks' interests in more leisure time while considering the success-oriented characteristics among the British.

*Uncertainty avoidance* indicates the degree of feeling threatened due to unknown and unfamiliar scenarios among individuals of a particular culture (Mari *et al.*, 2022). It has been observed that Turkey has a high score of 85 in this dimension denoting a massive requirement of following strict rules. On the other hand, the UK has a low score of 35 indicating that British people do not exert any additional efforts to reduce ambiguity, thus, Coca-Cola would need to consider these important factors while operating in the economy. *Long-term orientation* denotes the development of virtues for future returns in terms of perseverance and ensuring economic stability (Wang and Zhai, 2022). Turkey and the UK have scored closely for long-term orientation with ranks of 46 and 51 respectively. Due to these scores, no specific preference in both cultures cannot be determined. For *indulgence*, Turkey scored 46 hence, the interest in satisfying personal desires could not be identified. British people are indulgent and prefer to realise and fulfil their own desires. Coca-Cola would need to consider that the British enjoy having fun indicating a wasteful lifestyle within its marketing focus.

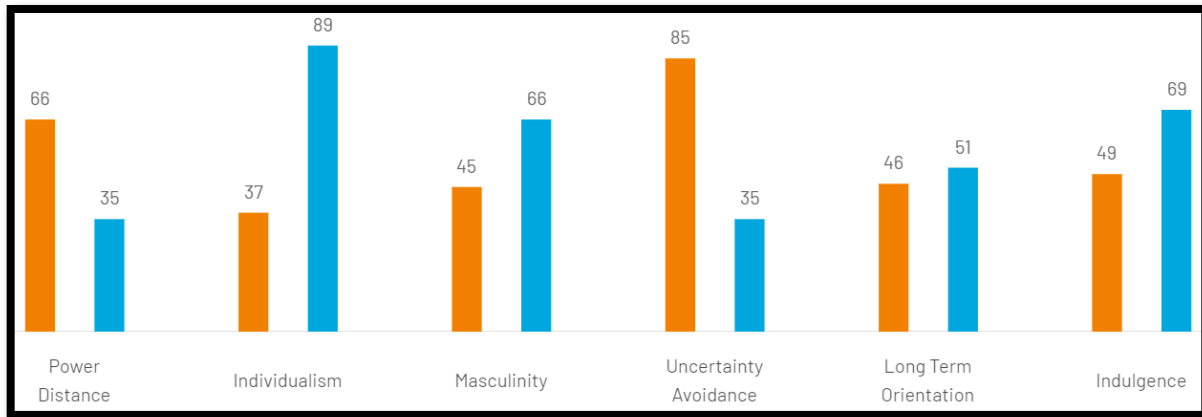


**Figure 1: Hofstede Model for the UK and Turkey**

(Source: Hofstede Insights, 2023)

### Porters Five Forces Model

| Forces                        | UK                                                                                                 | Turkey                                                                                          |
|-------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Threat of Entry               | There is <b>a high</b> threat from the entry of new organisations as a result of low barriers.     | The threat of entry for new companies is <b>low</b> due to high barriers.                       |
| Bargaining power of buyers    | There exists a <b>high</b> threat since the inflation rate is rising.                              | The bargaining power of buyers is <b>high</b> as a result of lower prices offered by retailers. |
| Bargaining power of suppliers | There is a <b>low</b> risk from suppliers in the UK economy.                                       | Coca-Cola has a <b>low</b> threat from its suppliers in Turkey.                                 |
| Threat of Substitutes         | Sustainable and healthy products pose a <b>high</b> threat to the company.                         | The threat from sustainable food is <b>high</b> in the country.                                 |
| Rivalry                       | The threat from rival companies is <b>high</b> due to the existence of numerous soft drinks firms. | There is <b>a high</b> threat of rivalry in Turkey from various companies.                      |

**Table 2: Porter's Five Forces**

(Source: Created by the learner)

Porter's Five Forces Model helps in understanding the competitive market and determining the attractiveness of the industry. However, the model has been unable to describe strategic alliances (Martin, 2023). The Fast-Moving Consumer Goods (FMCG) market in Turkey is extremely concentrated and four retailers have been dominating local and small companies (Ardiyok and Ikiler, 2021). Profit shares for the national retailers are considerably high and the barriers to entering the market are high. The UK's Competition and Markets Authority (CMA) might prevent activities such as predatory acquisition by big firms since it could lower competition (Economics, 2023). Thus, small companies could enter the market effortlessly and pose a threat to Coca-Cola. It has been observed that retailers in Turkey, especially, discounters offer lower prices to consumers, thereby, enabling customers to switch between different brands. With high inflation rates in the UK, prices of soft drinks have been increasing along with snacks (Wood, 2021). This would lead to consumers purchasing products from companies offering lower prices. According to Coca-Cola's policies, the company maintains strong relationships with its suppliers in both UK and Turkey. The suppliers engage in several programs for enabling sustainability.

One of the important factors to be considered for national policies in Turkey includes the sustainable consumption of food (Tekinbaş *et al.*, 2021). As a result, Coca-Cola might suffer from the threat of sustainable and organic beverages offered by other companies. 60% of the UK respondents had informed that they consider the purchase of sustainably manufactured grocery goods to be important for protecting the environment (Perrett, 2022). Thus, similar to Turkey, Coca-Cola would be facing a major threat from the sustainable food and drinks company. Coca-Cola has the highest brand awareness in the UK as of 2022 accounting for 97% of the market (Statista, 2023). However, the popular brands Sprite, Fanta and Pepsi have high brand recognition, each being recognised by 96% of UK consumers. Thus, the competition is high and Coca-Cola is dealing with established rival companies. In Turkey, popular brands such as Coca-Cola Corporation, Suntory, PepsiCo, Keurig Dr Pepper and Red Bull have been dominating the market. Thus, there exists high competition in the market for Coca-Cola in Turkey.

## SWOT Analysis

A SWOT analysis is an analytical tool which is useful for business management, as it helps assess an organisation's strengths and weaknesses, as well as opportunities and weaknesses stemming from external sources. This can allow businesses to effectively adapt their strategy to changes in their internal and external environments. The foremost advantage of this tool is that it is simple and easy to use and allows the application to all levels of an organisation to help prioritise actions, allocate resources, and set realistic goals. However, it also has its disadvantages, such as its subjectivity and biased viewpoint depending on who conducts it and how the data is interpreted. Also, it may not be able to adequately respond to changes in the environment (LinkedIn, 2023).

### *Analysis of Coca-Cola in the UK Market*

| <b>Strengths</b>                                                                                                                                                                                                                                                                                                                          | <b>Weaknesses</b>                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>- Dominating the UK's non-alcoholic beverages sector with a 31% market share (Adbrands.net, 2021).</li><li>- Leading in sales revenue over other carbonated drinks brands in UK convenience stores (£274.2 million compared to second-placed Pepsi with £128.8 million) (Statista, 2023).</li></ul> | <ul style="list-style-type: none"><li>- Some recent issues are marring the company's reputation. For instance, just recently the company mistakenly packaged its full-sugar variants as multipacks of its sugar-free variant (Beeson, 2022).</li><li>- It is also under investigation for alleged greenwashing, which is affecting its PR image (Limb, 2023).</li></ul> |
| <b>Opportunities</b>                                                                                                                                                                                                                                                                                                                      | <b>Threats</b>                                                                                                                                                                                                                                                                                                                                                          |

|                                                                                                                                                                                                                                                                                       |                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- Politically stable means smooth business operations</li> <li>- High literacy rate which means better marketing effect.</li> <li>- Cultural similarity between Coca-Cola's domestic US market and the UK is good for its business.</li> </ul> | <ul style="list-style-type: none"> <li>- High inflation affecting prices.</li> <li>- Greater environmental considerations and challenges.</li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|

**Table 1: SWOT analysis of Coca-Cola in the UK**

(Source: Created by the learner)

***Analysis of Coca-Cola in Turkey's market***

| <b>Strengths</b>                                                                                                          | <b>Weaknesses</b>                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- High market share in the soft drinks market (32.3%) (Statista, 2023).</li> </ul> | <ul style="list-style-type: none"> <li>- Recent investigations over harmful ingredients in Coca-Cola soft drinks (Duvar, 2021).</li> <li>- The company was recently fined TL 272.2 million (~\$10 million) for backhanded price-increasing strategies, which affected its brand image (Daily Sabah, 2022).</li> </ul> |
| <b>Opportunities</b>                                                                                                      | <b>Threats</b>                                                                                                                                                                                                                                                                                                        |

|                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- Opportunity for further expansion in the market</li> <li>- Potential to improve brand image</li> </ul> | <ul style="list-style-type: none"> <li>- Political instability and very high inflation rates are a threat to the company's business.</li> <li>- Similarly, low literacy rates, relatively backward technological levels, and strict legal regulations are hindrances to its business.</li> <li>- The relative differences between the cultural spectrum in Turkey compared to Coca-Cola's other markets can be a threat.</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Table 2: SWOT analysis of Coca-Cola in Turkey**

(Source: Created by the learner)

From the analysis of the company's operations in the two countries, there are very few similarities that have been identified, with the most significant being that Coca-Cola dominates the beverage industry with the highest market share in both. High inflation rates, albeit at different levels, are a threat that is common to both as well as recent issues related to product quality which are affecting the company's reputation in both markets. Coming to dissimilarities, there are several, primarily in terms of opportunities, as the UK market offers greater political stability and better literacy. and cultural similarity with the company's other markets compared to Turkey. Coming to threats, while operating in the UK entails greater environmental considerations, the Turkish market has more legal regulations and backward technological levels.

## Comparison and Contrast between marketing strategies

### Market Entry Methods

In terms of marketing strategies, the foremost element that needs to be assessed is the market entry method, that is, how a company establishes/initiates/expands its operations in a new market (Keegan, 2011). Looking at TCCC's UK market entry, historical records indicate that the company started distributing its beverages in the UK as well as other European countries through *export operations* before starting bottling operations (Coca-Cola Europe 2019). Exporting entails marketing the products to the countries where a company intends to sell them, either indirectly through distributors or directly. On the other hand, TCCC's entry into Turkey, as previously mentioned, was through *franchising*, with the first franchise granted to the İMSA (Has Group), allowing it to bottle and distribute TCCC beverages (CCI, 2023a). Franchising essentially involves selling the rights to manage a company's international operations or branches to another company on its behalf.

This shows different entry strategies in the two markets. Assessing the company's entry strategy in the UK, however, can be difficult as internal considerations and market circumstances cannot be accurately analysed. However, the company's decision can be reasoned as being a risk-averse and gradual approach at that point in time, given the lack of the Internet and effective long-distance communication which slowed down market research. Thus, its strategic choice mostly comes down to uncertainty and gaining an opportunity to learn about the market before investing directly. Considering the company's expansion into Turkey, however, was in line with the 'the Coca-Cola system' – which involves franchise partnerships between the company and bottlers around the world (IG, 2023). It is a proven business strategy with reduced risk. However, by and large, the differences in the case of market entry methods in the two countries are primarily attributable to the prevalent norms of international marketing at different points in time.

## STP

Looking at the TCCC's products and marketing, it can be said that market segmentation by the company focuses on four market segments, that is, geographic, demographic, behavioural, and psychographic.

### *Segmentation of Coca-Cola*

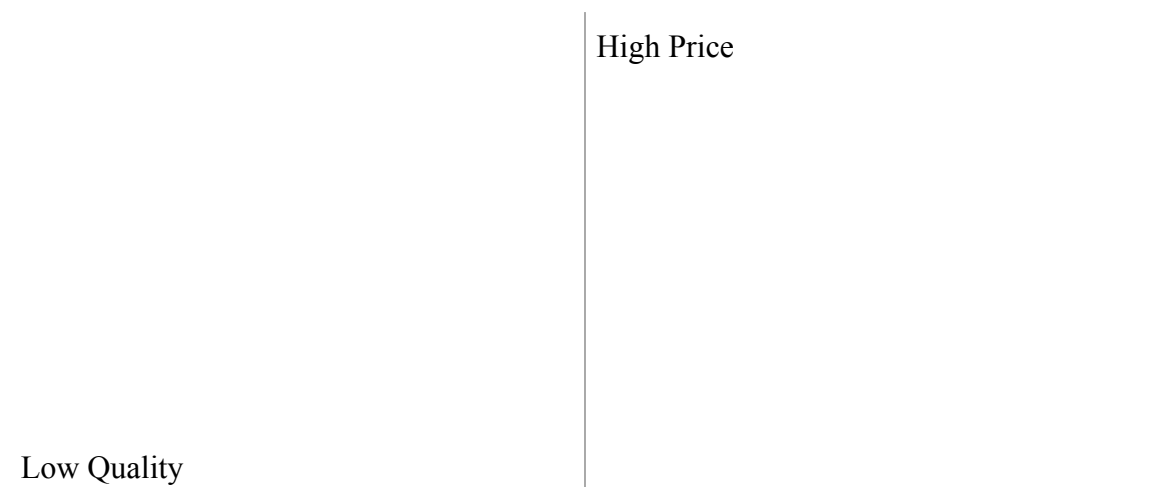
| Segmentation type | Segmentation bases | Segmentation attributes                                                                          |
|-------------------|--------------------|--------------------------------------------------------------------------------------------------|
| Demographic       | Age                | - 15-24 years<br>- 25-34 years<br>- 35-44 years<br>- 45-54 years<br>- 55-64 years<br>- 65+ years |
|                   | Gender             | - Male<br>- Female                                                                               |
| Geographic        | -                  | - Urban<br>- Rural                                                                               |
| Behavioural       | Occasions          | - Habitual<br>- Occasional                                                                       |
|                   | Attitudes          | - Health-conscious<br>- Pleasure/taste<br>- Hydration                                            |
|                   | Benefits           | - Value-driven<br>- Spender                                                                      |

|               |           |                                                                                                      |
|---------------|-----------|------------------------------------------------------------------------------------------------------|
| Psychographic | Lifestyle | <ul style="list-style-type: none"> <li>- Modest</li> <li>- Reasonable</li> <li>- Well-off</li> </ul> |
|---------------|-----------|------------------------------------------------------------------------------------------------------|

**Table 3: Coca-Cola market segmentation**

(Source: Created by the learner)

Having established the segments, it stands to be seen, which attributes in each segment that Coca-Cola targets in its UK and Turkish markets. First looking at the UK market, statistics reveal that in terms of age, young people, mainly within the age groups of 18-24 and 25-34 years; are its target audience (Similarweb, 2023). Whereas, it targets both males and females when it comes to gender. Geographically, it can be said to be targeting urban audiences in the UK market, but it can be down to availability. In terms of behavioural attributes, Coca-Cola has been found to target sporting events on multiple occasions, and in relation, sports enthusiasts. In terms of attitude, with several brand offerings with different tastes as well as sugar-content variations (Diet Coke), it can be said to target both pleasure/taste-seeking and health-conscious consumers. Judging by its pricing, it can be argued that Coca-Cola seeks to attract value-driven customers. In the same vein, it can be argued that the company targets consumers with reasonable lifestyles. Considering the company's positioning in the market, it can be said that the company is using a competitive positioning with its pricing strategies. The following perceptual map points out the customer perceptions and opinions regarding the company compared to other brands.



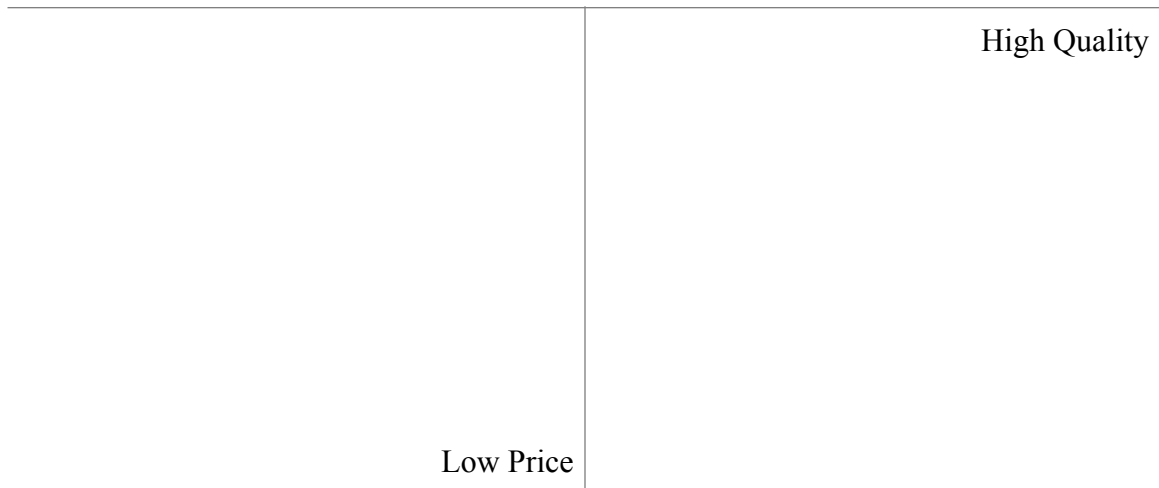


**Figure 1: Perceptual Map of TCCC in the UK**

(Source: Created by the learner)

Looking at the Turkish market, the main demographic target audience of the company can be once again said to be the 25-34- and 35-44-years age groups. In terms of gender though, looking at soft-drink consumers in Turkey, the target audience can be implied to be males (Statista, 2023). Geographically though, the target consumers are once again those living in urban areas. In terms of psychographics, it is similarly targeted at reasonable or middle-income consumers. Behaviourally, the research found that the company is shifting targets to more health-conscious consumers in light of the Turkish government's efforts to curb sugar content to address health concerns (TechSci Research, 2021). In Turkey, the company's positioning strategy can be argued to be leaning towards a user positioning strategy when looking at its various marketing efforts to align itself with the country's culture and identity.



**Figure 2: Perceptual Map of TCCC in Turkey**

(Source: Created by the learner)

Overall, looking at the STP strategy of the company, it can be inferred that the targeting strategy used by the company is *differentiated marketing*, which means that the company is focusing on different marketing strategies/mixes for the two markets or consumer groups. It also has a different positioning approach, as in the UK, it uses a *competitive positioning*, whereas, in Turkey, the company makes use of a *user positioning* strategy. The perceptual map though, shows that the brand is leading both markets in terms of value perception.

## 4 Ps Marketing Mix

### *Marketing Mix in the UK*

**Product** – In terms of product portfolio, the company sells the following brands in the UK:

- Coca-Cola Original Taste
- Coca-Cola Zero Sugar
- Costa Coffee
- Fanta
- Diet Coke
- Dr Pepper
- Appletiser
- Glaceau-smartwater
- Jack Daniel's & Coca-Cola
- Lift
- Monster Energy
- Oasis
- Powerade
- Reign
- Relentless
- Schweppes
- Sprite
- Topo Chico (Your Coca-Cola.co.uk, 2016)

**Pricing** – In terms of pricing, Coca-Cola's strategy in the UK includes strategies like *seasonal pricing*, which involves discounts and offers depending on the season. It also uses *price hedging* to keep the price of some of its commodities stable (Capozzi, 2023).

**Promotion** - In the UK, Coca-Cola is seen to be using a globalised approach to promotion and marketing, under a 'one-brand' strategy. It involves making the branding similar but characterising the differences in its products through packaging distinctions (Food Ingredients First, 2015). Coca-Cola uses several creative elements in its promotional strategy, with easily identifiable celebrities, cultural icons like Santa Claus, or discounts. It also uses different underlying themes to connect with the audience. It uses a variety of promotional channels including television, social media, and print adverts like hoardings and posters (Banerjee, 2021).

**Place** – In terms of place, TCCC has five distribution centres in the UK. This includes Sidcup, Wakefield, Edmonton, Nottingham, and East Kilbride. Its distribution strategy in the UK involves around-the-clock operations which comprise *Automated Storage and Retrieval System (ASRS)* warehouses which can hold and distribute large quantities of stock effectively (Coca-Cola Europacific Partners, 2023).

### ***Marketing Mix in Turkey***

**Product** – In Turkey, the company sells brands like:

- Coca-Cola
- Coca-Cola Light
- Coca-Cola Zero Sugar
- Burn
- Predator
- Monster
- Fanta
- Schweppes

- Sprite
- Damla
- Damla Minera
- Costa Coffee
- Fuse-tea
- Powerade
- Cappy (CCI, 2023b)

**Pricing** – Coca-Cola has been known to use *regional pricing strategies*, with huge discounts in third-world companies or where the economy is going through depressions (Capozzi, 2023). Again, Coca-Cola often uses a localised pricing strategy as setting the price at market rates going to its competitors or even charging the lowest market prices to enable market penetration (Jindal, 2017).

**Promotion** – In Turkey, Coca-Cola has been found to have several promotional strategies, which is witnessed in its recent summer promotion range that makes changes in the colour and functions of its new aluminium beverage cans (Lin, 2018). It also promotes through events, like its sponsorship with the Turkish national football team as well as through broadcasting football events (Twitter, 2023).

**Place** – In Turkey, TCCC's operations are hosted at its headquarters in Istanbul, which serves a consumer base of 80 million, with 10 plants which employ more than 2.500 people across the country (CCI, 2023c).

All in all, looking at the company's marketing mix in the two countries, there are several similarities and differences that are revealed. First of all, in terms of products, the company mostly sells similar brands. However, the UK market sees more of the company's brands compared to Turkey, which can be argued to be due to governmental restrictions on quality and ingredients. The pricing strategy is quite different from competitive pricing in the UK, while in Turkey it offers discounted pricing which can be inferred to be mainly due to the differences in

economic conditions. The marketing strategy in the UK can be said to be more in line with its globalised strategy whereas in Turkey it is more localised.

## Directional Development Strategies

### *Ansoff Matrix*

A directional strategy is a roadmap on which an organisation or company decides to increase profits, grow and accomplish objectives and goals (Adapted from the resources). For assessing this strategy, Ansoff matrix will be used which is a 4x4 matrix portraying new and existing markets and products. However, this model does not include a cost-benefit analysis for each of the strategies (Pallister, 2022).

### United Kingdom

In the context of the *UK*, Coca-Cola has used *market development* where it has moved to an international country with the same products. In Great Britain, some of the products sold under the organisation are Coke, Coca-Cola Zero Sugar, Diet Coke, Glaceau SmartWater, Fanta, Dr Pepper, Sprite, Oasis and Costa Coffee (Coca-Cola Great Britain, 2023). Therefore, it can be seen that the organisation has encouraged its customer to get access to the products. With a market development strategy, businesses can grow effectively and it reduces the chances of disasters. However, American Coke is banned in the whole of Europe and the UK because of its artificial ingredients. On top of that, there are sugar taxes in the UK as well. Therefore, drinks like Coke and Fanta taste a bit different in the UK (Meechan and Shaw, 2022). From this instance, it can be witnessed that the organisation has adopted a *diversification* method too where new products have been introduced in the international market. For example, Coca-Cola rebranded Diet Coke in the UK where new packaging and flavours are introduced (Fleming, 2018).

### Turkey

In the context of Turkey, it can be also said that Coca-Cola has undertaken a *market development* strategy. The market development strategy has been very well used by the organisation, as it can be seen that the brand is currently operating in more than 200 countries. One of its strategies has been to streamline its portfolio from 400 to 200 master brands for identifying country and category combinations (The Coca-Cola Company, 2023). The brand

expanded first in Istanbul in 1964 where the Has Group bottled and distributed the beverages. Coca-Cola İçecek or CCI is one of the key bottlers of the brand that deals with 11 countries including Turkey and others like Jordan, Pakistan, Iraq, Syria and many more (CCI, 2023). Along with this, CCI is also planning to expand more and acquire Bangladesh too. There is visible ***diversification*** within the strategies of Coca-Cola Company as in Turkey, the organisation introduced new cans with thermochromic inks with a total of 10 new designs (Koe, 2018). Some of the diverse products sold in Turkey are Coca-Cola Light, Fuse-tea, Damla Minera, Fanta Watermelon and Coca-Cola Zero Sugar Lime.

## **Porter's Generic Strategy**

According to Porter, there are 3 competitive strategies that organisations undertake to gain an advantage. The three strategies for competitive advantage are cost leadership, differentiation and focus and it is an important part that governs how firms behave towards their competitors (Islami, Mustafa and Topuzovska Latkovikj, 2020). However, selecting any one of the strategies might be difficult for organisations and sticking to that one forever is also impossible. This model will be used to find the strategies used by the brand in the UK and Turkey.

### **United Kingdom**

Coca-Cola has always focused on easy accessibility and affordability in all the countries that it operates in. Along with this, the significant value chain management of the firm has led to the products being comparatively lower than other soft-drink companies. Therefore, *cost leadership* strategy can be witnessed in terms of the UK. However, Coke is slightly expensive in the UK due to the sugar tax (Evans, 2018).

### **Turkey**

The diversified products in Turkey have different pricing and the strategy that Coca-Cola has always undertaken is competitive. Istanbul has a lower price range of products other than other cities like Lima, Moscow, Budapest and Vienna (Expatistan, 2023). Therefore, a *differentiation* strategy can be witnessed undertaken by Coca-Cola.

## **Conclusion**

In conclusion, the above discussion has provided a detailed and clear analysis of the differences in marketing strategies used by The Coca-Cola Company in two of its markets – the UK and Turkey, while also linking with the differences in market conditions in the two countries. To this end, the report analyses the market using models like SWOT, PESTLE, Porter's Five Forces, and Hofstede's cultural dimensions. From the discussion, it is evident that marketing strategies are largely impacted by internal and external environmental factors. This is shown in the report by highlighting how the company uses different market entry strategies, STP strategies, marketing mix, directional development strategies, and generic strategies in the two markets.

## Recommendations

### *TOWS*

The TOWS matrix is used for strategic planning where the internal and external factors are integrated to bring out generic strategic choices for businesses. This is also a 4x4 framework which assesses strengths and opportunities, weaknesses and opportunities, strengths and threats and weaknesses and threats. TOWS matrix is important as it helps with effective decision-making, developing competitive advantage, maximising strengths and tackling hurdles (Dieffenbacher, 2023). However, it is a time-consuming process as strategies need to be developed even after the matrix and priorities are not involved. This model will be used for determining recommendations for Coca-Cola in the UK and Turkey.

### United Kingdom

|  |                                                                                                                                                              |                                                                                                                             |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
|  | <b>External opportunities</b> <ul style="list-style-type: none"><li>• Politically stable</li><li>• High literacy</li><li>• Similar country culture</li></ul> | <b>External threats</b> <ul style="list-style-type: none"><li>• High inflation</li><li>• Environmental challenges</li></ul> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Internal strengths</b> <ul style="list-style-type: none"> <li>• Market share</li> <li>• Leading sales revenue</li> </ul> | <b>SO</b> <p>With political stability, organisations are able to make growth plans and allocate resources effectively (Laker and Roulet, 2019). Therefore, this can help with increasing the market share of the company which will automatically leverage revenue. Also, the company can recruit professionals for customer servicing that can also develop market share.</p> | <b>ST</b> <p>The Coca-Cola Company can invest in stocks within the rising inflation of the country. With high revenue, several sustainability measures can be adopted to fight environmental challenges.</p> |
| <b>Internal weaknesses</b> <ul style="list-style-type: none"> <li>• Package mistakes</li> <li>• Greenwashing</li> </ul>     | <b>WO</b> <p>With high literacy rates, the company can recruit more employees for quality management and this could solve packaging mistakes.</p>                                                                                                                                                                                                                              | <b>WT</b> <p>Better recruitment can help with tackling packaging mistakes and greenwashing. Bringing in third-party auditors can also help in preventing greenwashing (Popa, 2023).</p>                      |

**Table 3: TOWS Matrix of UK**

(Source: Created by the learner)

## Turkey

|                                                                                                                                |                                                                                                                                                                                                                   |                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                | <b>External opportunities</b> <ul style="list-style-type: none"> <li>• Market expansion</li> <li>• Brand image</li> </ul>                                                                                         | <b>External threats</b> <ul style="list-style-type: none"> <li>• Political instability</li> <li>• High inflation rates</li> <li>• Backwards in terms of literacy, legal regulations and technology</li> <li>• Cultural differences</li> </ul> |
| <b>Internal strengths</b> <ul style="list-style-type: none"> <li>• Market share</li> </ul>                                     | <b>SO</b><br><br>Coca-Cola is a renowned brand where sales are already up in Turkey with millions of customers. the brand's subsidiary in Turkey planning to expand in Bangladesh will increase market share too. | <b>ST</b><br><br>A higher market share can help with tackling rising costs. Also, the company can hire diverse teams to tackle issues of cultural differences.                                                                                |
| <b>Internal weaknesses</b> <ul style="list-style-type: none"> <li>• Harmful ingredients</li> <li>• Increasing price</li> </ul> | <b>WO</b><br><br>By taking advantage of the brand image, the issue of adding harmful ingredients can be solved through PR and marketing.                                                                          | <b>WT</b><br><br>Training and development can help an organisation acquire better human resources and integrate modern technology (Shah, Michael and Chalu, 2020).                                                                            |

**Table 4: TOWS Matrix of Turkey**

(Source: Created by the learner)

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## Appendices

### Appendix 1

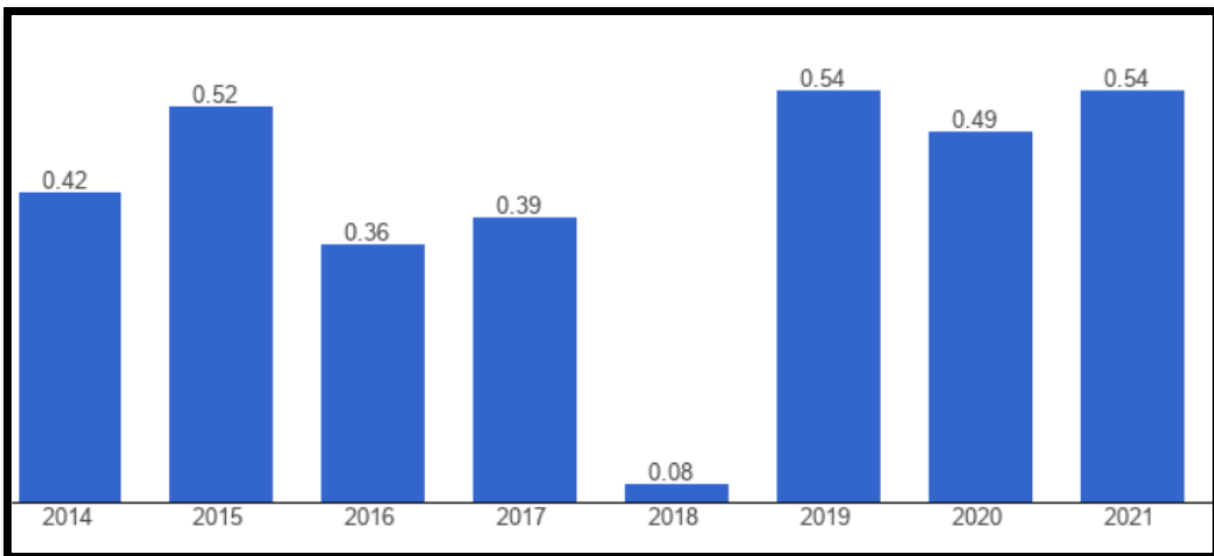


**Figure 2: Political Stability Index of the UK**

(Source: The Global Economy, 2023a)

## Appendix 2

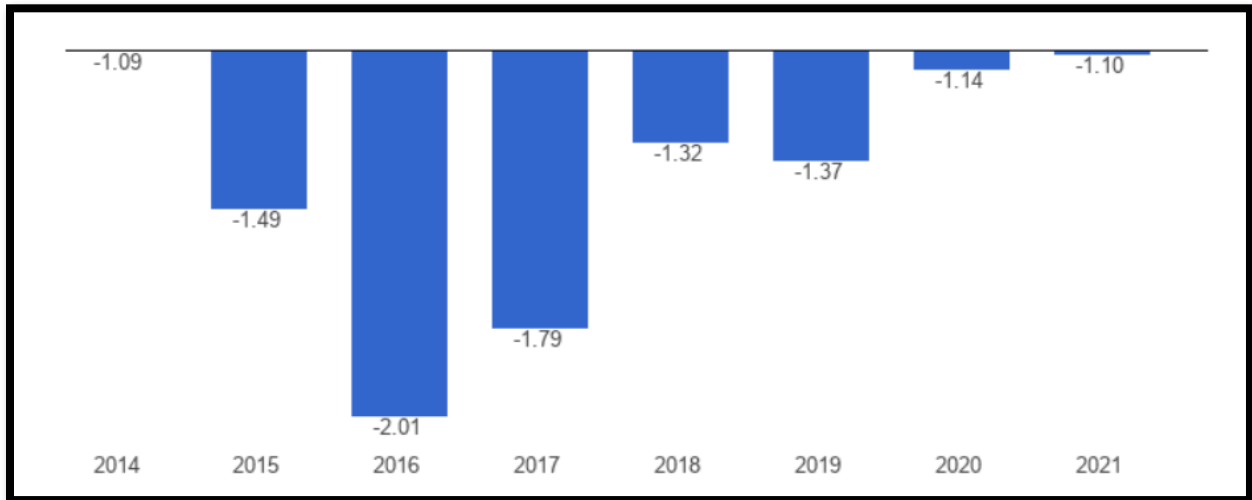


**Figure 3: Political Stability Index of Turkey**

(Source: The Global Economy, 2023b)

## Appendix 3

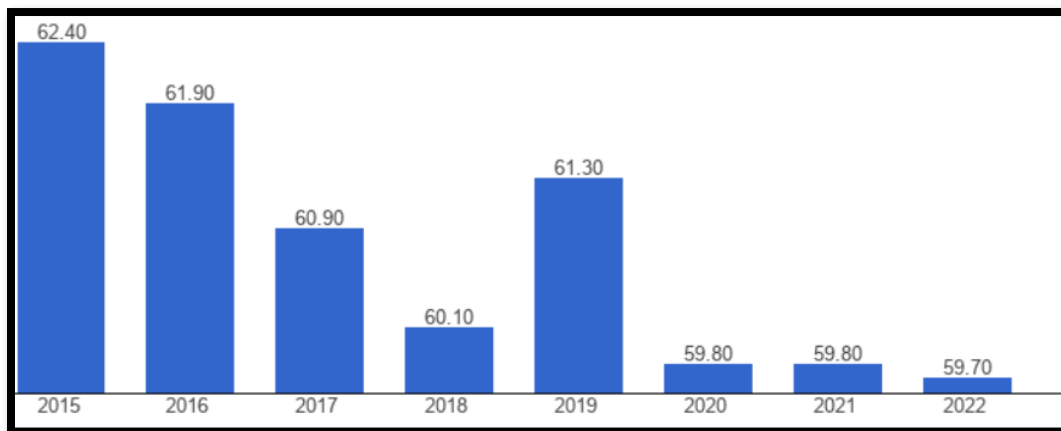


**Figure 4: Innovation Index in the UK**

(Source: The Global Economy, 2023c)

## Appendix 4

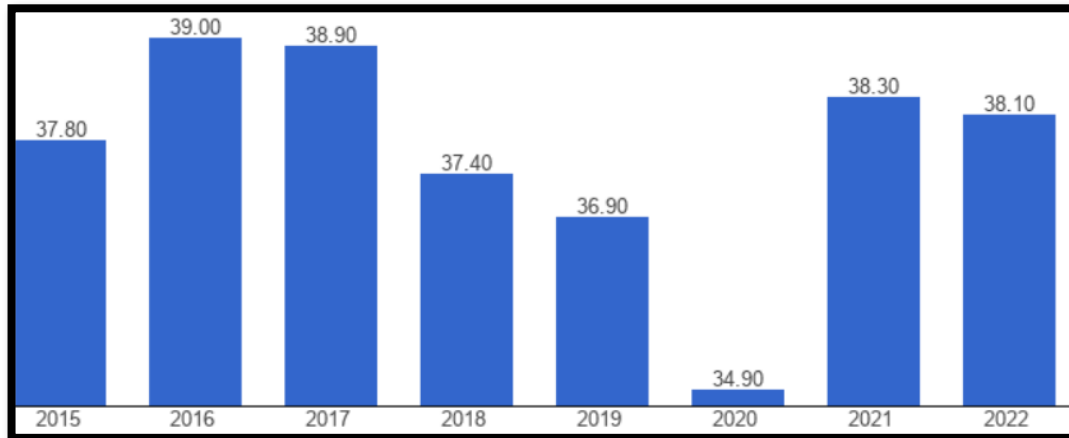


**Figure 5: Innovation Index in Turkey**

(Source: The Global Economy, 2023d)