



A Comparative Analysis of the Marketing Strategies of Coca-Cola in India and America for a
High Involvement Product

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1.0 Introduction

Coca-Cola's success can be attributed to several factors including a strong brand image, an effective marketing campaign, and a global distribution network. The company's iconic logo and distinctive red and white branding became instantly recognizable around the world, helping to build a strong brand identity and foster customer loyalty. Also, the company invests heavily in advertising and promotional campaigns using multiple media channels to reach consumers across various demographics and geographies. Besides global presence, Coca-Cola also strives to adapt its products and marketing strategies to local markets in various countries. The company has developed region-specific formulations and packaging and as local advertising campaigns to appeal to the unique tastes and preferences of different cultures. Today, Coca-Cola remains one of the most valuable and recognized brands in the world with a strong reputation for quality and innovation. The company applies different marketing strategies in various countries based on factors such as socio-cultural provisions, demographics, and competition. India and American exemplify how the company utilizes different marketing strategies and frameworks.

2.0 Background information about the company

The Coca-Cola Company has a wide variety of products, such as energy drinks, juices, and carbonated soft drinks and was founded in 1886 by John Pemberton in Atlanta, Georgia. Today, the company has operations in over 200 countries and is a multinational organization (Anders, 2013). Coca-Cola operates a franchised distribution system, whereby it produces concentrate and syrup for its beverage products, which are then sold to bottling partners who manufacture, package, merchandise, and distribute the final products to retailers and customers to maintain consistency in its products while also providing local expertise and flexibility in adapting to local markets. According to Jia and Ma (2022), the company has a strong focus on innovation and sustainability,

with a goal to become a total beverage company that offers a range of products to meet changing consumer preferences and lifestyles. It has also been recognized for its efforts to reduce environmental impact, including water stewardship, sustainable packaging, and reducing greenhouse gas emissions (Pandit, 2017). With its strong brand recognition and global reach, Coca-Cola remains a leader in the beverage industry, continually striving to innovate and meet the evolving needs of its customers.

3.0 The Macro environment

The macro environment refers to the external factors that affect the operations and strategy of the company, it includes political, economic, social, technological, environmental and legal factors. Analyzing Coca-Cola's marketing strategy for high-involvement products in India and the Americas, this is an examination of how these macro-environmental forces impact the company in each country.

3.1 Political Factor

In India, the government has taken several steps to encourage the growth of the beverage industry, for example, the Goods and Services Tax (GST) introduced in 2017 helps streamline supply chains and reduce production costs (Wang, 2015). Conversely, political instability and trade tensions between the US and other countries, including China, have affected Coca-Cola's American operations.

3.2 Economic Factors

India's economy has grown steadily in recent years and has a large and increasingly affluent middle class, leading to increased disposable income and increased spending on beverages. While

in American economy has been hit hard by the COVID-19 pandemic, with a sharp decline in consumer spending and a rise in the unemployment rate leading to less spending on beverages.

3.3 Social Factors

Indian consumers are very diverse, with different preferences and tastes. According to Gebrehanna Halabo (2021), Coca-Cola realized this by launching region-specific products to appeal to different consumer segments all over the country. While, America is shifting towards healthier lifestyles, with consumers increasingly choosing low-sugar, low-calorie beverages.

3.4 Technological Factor

Coca-Cola uses technology to improve its operations and improve the customer experience in both countries. For example, the company introduced a mobile application and an online ordering system to make it easier for consumers to buy its products (Gebrehanna Halabo, 2021). Moreover, the company also invests in research and development to create new products and packaging solutions.

3.5 Environmental factor

Coca-Cola has been criticized for its environmental impact, particularly with regard to plastic waste. In response, the company launched several initiatives to reduce its environmental footprint, such as increasing use of recycled materials and investing in sustainable packaging solutions (Gebrehanna Halabo, 2021). In both India and America, awareness of environmental issues is increasing and consumers are increasingly demanding eco-friendly products.

3.6 Legal Factors

In both countries, Coca-Cola is subject to various regulations relating to food and beverage safety, packaging, labeling, and advertising which may affect the Company's operational and

marketing strategies. In India, for example, the government imposed a sugar tax to reduce consumption of sugary drinks (Butler and Tischler, 2016). While there are some similarities in the macro-environmental forces affecting Coca-Cola in India and America, there are also significant differences. For example, India's growing middle class and diverse consumer base present significant opportunities for Coca-Cola, while America's shift to a healthier lifestyle presents challenges (Pendergrast and Crawford, 2020). However, the company's ability to adapt to changing market conditions and use technology to improve its operations and customer experience can help its success in both countries.

4.0 The Hofstede Cultural Dimensions model

Hofstede's cultural dimensions model can be used to analyze the sociocultural forces that can influence Coca-Cola's operations in India and America. The model measures six cultural dimensions, namely power distance, individualism, masculinity, uncertainty avoidance, long-term orientation, and indulgence.

4.1 Power Distance

India scores on power distance, meaning great respect for hierarchy and authority this could help Coca-Cola benefit from strong ties with government officials and business leaders. However, it is also difficult for companies to innovate and adapt to market changes (Yadav, 2018). By contrast, America scores low on power distance, meaning it has a more egalitarian culture that could benefit Coca-Cola by fostering an entrepreneurial and innovative culture within its organization.

4.2 Individualism

America scores high on individualism, meaning it focuses on individual achievement and autonomy. This is promising for Coca-Cola since the company could benefit from the popularity of customized and personalized products. According to Çelik (2017), India has a more collectivist culture, meaning there is an emphasis on group harmony and collaboration causing a challenging situation to the company which needs to find ways to overcome the herd mentality while promoting its individualistic product.

4.3 Masculinity

Both India and America score high on masculinity, meaning achievement and success are the focus. This can be profitable for Coca-Cola which can market its product as a symbol of success and achievement (Yadav, 2018). However, it can also create a culture of competition and aggression, which can be a challenge for the company.

4.4 Uncertainty avoidance

India scores well on uncertainty avoidance, meaning it has a strong desire for rules and structure. This could enable Coca-Cola to benefit from clear regulations and policies. However, it is also difficult for companies to innovate and adapt to market changes (Yadav, 2018). America, on the other hand, scores poorly on uncertainty avoidance, meaning it has a more tolerant attitude towards risk and uncertainty. This could benefit Coca-Cola foster an entrepreneurial and innovative culture within its organization.

4.5 Long term orientation

India scores with longevity such as depending on longevity and sustainability favors Coca-Cola. Which has set ambitious goals to reduce its carbon footprint. However, it can also make it more difficult for companies to realize profits in the short term. America, on the other hand, values

badly on the long-term view, meaning it focuses on immediate results and profitability (Wang, 2015). This could be beneficial for Coca-Cola, which could focus on short-term marketing campaigns and promotions to increase sales.

4.6 Indulgence

America has a high Happiness Score, meaning it focuses on fun and enjoyment. This could benefit Coca-Cola, which could benefit from the popularity of its sweet and flavorful product (Wang, 2015). However, there is a more reserved attitude towards pleasure in India, which means Coca-Cola must find ways to appeal to the healthier, more natural preferences of Indian consumers.

5.0 Porters 5 Forces model

Porter's Five Forces Model is a case of Coca-Cola, which operates in India and America, a discussion of each of these forces how they affect the company's operations in each country.

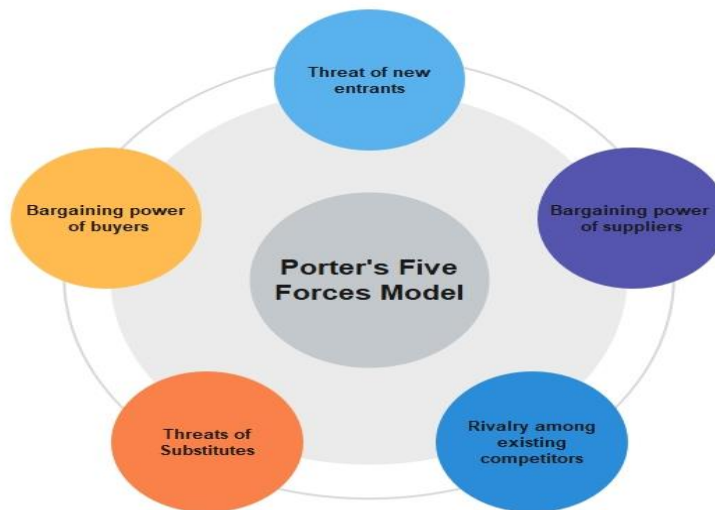


Figure 1Porters 5 Forces model (Duan, 2022)

5.1 Threat of New Entrants

Framework used to analyze the competitive forces that affect a company's operations and profitability. The five forces are the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitute products, and the intensity of competitive rivalry. In the Threat of new entrants is low for Coca-Cola in India and America due to high barriers to entry. According to Zahay et al. (2022), the company is an established and known brand with a strong distribution network and marketing strategy and also has significant economies of scale which make it difficult for new competitors to match its production and distribution capabilities. However, there are several local beverage companies in both countries that have the potential to threaten Coca-Cola's market share in certain segments.

5.2 Bargaining power of suppliers

Bargaining power of suppliers is low for Coca-Cola in both India and America due to the availability of raw materials and the size of the company. It has also built long-standing relationships with its suppliers and has taken steps to ensure the quality and reliability of its ingredients (Duan, 2022). However, due to water shortage in India, the company are facing water supply problems which may affect its operations.

5.3 Bargaining power of buyers

The bargaining power of Coca-Cola buyers is moderate in both India and America. In both countries, consumers have many beverage choices and can easily switch to a competitor's product if they are not satisfied with what the company has to offer (Çelik , 2017). However, Coca-Cola has a strong brand image and customer loyalty, which gives it bargaining power.

5.4 Threat of substitute products

The threat of substitute products is very high for Coca-Cola in both India and America. Consumers have a wide variety of beverage choices, including healthier options such as fruit juices, teas and water. Moreover, there has been a growing trend towards a healthier lifestyle in recent years, which may affect the demand for Coca-Cola's sugary drink.

5.5 Competition intensity

The intensity of competitive rivalry is high for Coca-Cola both in India and America due to the presence of strong rivals such as PepsiCo and local beverage companies. However, Coca-Cola has a strong market position and has implemented effective marketing and sales strategies to remain competitive. According to Yadav (2018), the company faces similar competitive forces in India and America, although the intensity of these forces varies somewhat in different countries. Even though a company has built a strong market position and implemented an effective strategy to overcome these competitive forces, it must continue to innovate and adapt to changing trends and consumer preferences in order to remain successful in the long term.

5.6 Coca-Cola Market Entries in India and America

In India, Coca-Cola entered the market in 1993 following the liberalization of the Indian economy. The company initially faced challenges due to various problems related to the availability and quality of water, which is an important part of the Coca-Cola production process. However, the company overcame this challenge by investing heavily in the Indian market and setting up bottling plants across the country. Coca-Cola also developed local marketing campaigns addressing the taste preferences and cultural values of Indian consumers. Coca-Cola's entry into the American market, on the other hand, was very different. The company was founded in America in 1886 and has been operating in the country for more than a century. Over the years, Coca-Cola

has developed a strong brand presence in the American market and has become an integral part of American culture. The company has invested heavily in marketing and advertising campaigns in America which have helped it maintain market share and brand loyalty.

6.0 Similarities and Differences in Marketing Strategies between India and America

6.1 Similarities in marketing strategy

Companies use different marketing strategies for high-involvement products in the two countries, but there are also some similarities in their approaches. According to Pandit (2017), the commonality of Coca-Cola's marketing strategy in India and America is the use of emotional appeals as the brand has always been known for its emotional ad campaigns that touch the hearts of consumers. Brands use similar messages in both countries to create a sense of nostalgia and happiness around their products. For instance, the brand's "Share a Coke" campaign was launched in both countries, featuring personalized bottles with usernames (Pendergrast & Crawford, 2020). This campaign created a sense of personalization and brand loyalty in both markets.

Another similarity involves using digital marketing where the company uses the power of social media to connect with its customers. The brand has a strong social media presence and actively engages with its followers through contests, promotions and personalized content (Çelik, 2017). Also, using influencers and brand ambassadors enables the company to promote its products on social media in both countries. Coca-Cola's pricing strategy is another similarity in their marketing approach. According to Zahay et al. (2022), companies use a value-based pricing strategy based on the perceived value of their products in the market. Coca-Cola prices are competitive, making it affordable to the general public in both India and America.

Coca-Cola's product development strategy is also similar in the two countries. The company continuously updates its product portfolio to meet the changing tastes of its consumers (Butler and Tischler, 2016). Coca-Cola introduced new flavors and variants in both markets, including Coca-Cola Zero, Diet Coke and Fanta Orange. Despite various differences in Coca-Cola's marketing strategy in India and America, some similarities exist. For instance, the emotional appeals, digital marketing, value-based pricing and product development strategies are some of the areas where Coca-Cola's marketing approach is similar in the two countries (Jia and Ma, 2022). These similarities demonstrate the effectiveness of these strategies in different markets and Coca-Cola's ability to adapt to different consumer preferences.

The marketing strategies of companies in these two countries have several similarities. One key similarity is the use of the same brand, logo and packaging as the brand utilizes its iconic red and white logo and bottle on both sides, making it easily recognizable to consumers (Jia and Ma, 2022). Another similarity is the use of advertising media in both countries. According to Pendergrast and Crawford (2020), the company uses television, radio and print media to promote its products in both countries. The company's advertising campaigns in both countries focused on creating an emotional connection with consumers. For instance, Coca-Cola's Taste the Feeling campaign aims to instill happiness and positivity in consumers in both countries. Coca-Cola also uses a similar pricing strategy in the two countries (Wang, 2015). The company offers its products at the same price in both countries to ensure it remains affordable and accessible to all consumers while using similar distribution channels such as supermarkets, convenience stores and vending machines in both countries.

The effectiveness of this strategy in each country can be assessed based on various key performance indicators. For instance, Coca-Cola holds a significant market share despite

competition from local and international brands in India. According to a report by Duan (2022), Coca-Cola's market share in India will reach around 35% by 2020 and the company achieves this by investing in its distribution network, expanding its product portfolio and targeting a growing middle class. Similarly, Coca-Cola has managed to maintain its market share despite increasing competition from health-conscious consumers who prefer healthier beverages in America. The company achieves this by diversifying its product portfolio, offering low-calorie and sugar-free options, and investing in digital marketing to reach younger consumers. According to Duan (2022), Coca-Cola's market share in the US is around 42% in 2020. Coca-Cola's marketing strategy in India and America has several similarities including using the same branding, packaging and advertising in the mainstream media and with high market penetration and competition from other brands as reflected in figure 2. The company's pricing and distribution strategies are also similar in the two countries and the effectiveness of this strategy can be evaluated using performance measures such as market share, revenue and profits (Duan, 2022). Hence, Coca-Cola was successful in both countries because of its ability to adapt to changing consumer preferences and market conditions.

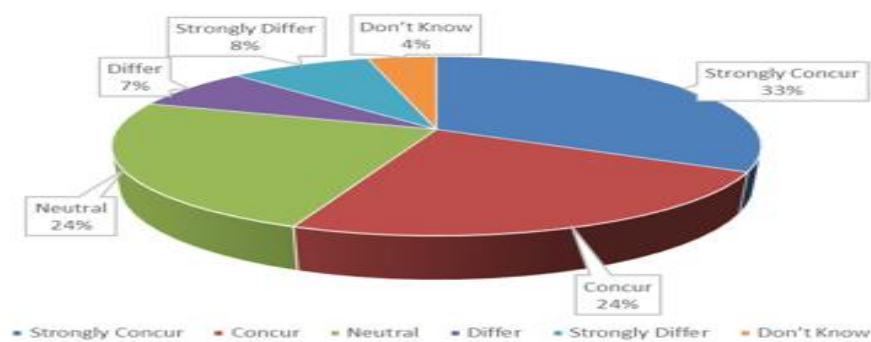


Figure 2: The opinions on competition with other brands

6.2 Differences in Marketing Strategies

Coca-Cola uses a different marketing strategy in India than it does in America due to factors like cultural differences and market size. Coca-Cola faces many challenges, including religious and cultural ones and the company applies product differentiation as a core strategy in India (Aydin and Rahman, 2021). Coca-Cola introduced products such as Thumbarak that appeals to Indian palates while introducing Maaza, a mango-flavored drink which is popular in India based on its cultural provisions. In addition to product differentiation, Coca-Cola is also focusing on the localization of its marketing campaigns (Jia and Ma, 2022). Coca-Cola's marketing campaign in India focuses on festivals and events unique to India such as launching a campaign during Holi, the Hindu festival of colors. The company also sponsors cricket tournaments in India as it is a popular sport in the country.

On the other hand, In America, Coca-Cola's marketing strategy focuses on brand awareness and brand loyalty. The company has an established brand in America, so it focuses on maintaining and increasing brand loyalty, using a variety of advertising channels to reach its target audience, including television, radio, billboards and social media (Zahay et al., 2023). Coca-Cola's American advertising campaign focused on people's emotional connection with the brand. Coca-Cola has long used slogans such as "Share a Coke" and "Taste the Feeling" to create an emotional connection with its customers. According to Çelik (2017), Coca-Cola is also focusing on product innovation in America such as introducing new products such as Coca-Cola Zero and Diet Coke to appeal to health-conscious consumers. The company also introduced flavors that differed from its traditional Coca-Cola products such as Cherry Coke and Vanilla Coke to appeal to a wider audience.

6.3 Reasons for difference in marketing strategies

The difference in marketing strategy between India and America can be attributed to various factors. One main factor is the cultural differences between the two countries. For instance, India is a diverse country with different religions, languages and cultures, making it difficult for a global brand like Coca-Cola to appeal to a wide audience (Çelik, 2017). Therefore, Coca-Cola had to adapt its marketing campaign to the cultural differences in India. Another factor is the market size of each country. According to Yadav (2018), India is the second most populous country in the world and Coca-Cola has to compete with many local brands in the Indian market. Coca-Cola needs to differentiate its products and marketing strategy to stand out in the Indian market. In contrast, America has a smaller population and Coca-Cola has an established brand in the country, allowing it to focus on brand loyalty and product innovation.

7.0 SWOT analysis



Figure 3 SWOT analysis (Zahay et al., 2023)

7.1 Strengthen

- Coca-Cola is a well-known brand worldwide and this strength is evident in both India and America. According to Pandit (2017), the brand is the market leader in India in the carbonated soft drink segment with a market share of 45%, and in America the brand is the best-selling soft drink with a market share of 17%.
- Coca-Cola offers a wide variety of beverages, including carbonated soft drinks, juices, sports drinks and bottled water. These strengths enable the company to cater to the different tastes of consumers in India and America.
- Coca-Cola has a strong distribution network in both countries with more than 2.6 million retailers in India and more than 100,000 customers in America.
- Coca-Cola invests heavily in sustainability initiatives such as water conservation and recycling. According to Yadav (2018), the company have already refilled more than 200% of the water they use in India, while in America the company have committed to collecting and recycling the equivalent amount of every bottle or can sold by 2030.

7.2 Weakness

- The Coca-Cola portfolio is heavily reliant on carbonated and sweetened beverages, which are increasingly exposed to negative health perceptions. As Pandit (2017) noted, the government of India has proposed a tax on sugary drinks to fight obesity, and in America, companies are facing lawsuits over the health effects of their products.
- Negative health perceptions of sugary drinks is a weakness of Coca-Cola in both India and America. As Pandit (2017) noted, the government has proposed warning labels on sugary drinks

in India, while in America the company has been criticized for contributing to the obesity epidemic.

- Although Coca-Cola has a global presence, the company is heavily dependent on the North American and European markets, which accounted for more than 70% of its net operating income in 2020 (Wang, 2015).
- Coca-Cola has made efforts to diversify into other beverage categories such as coffee and tea, but has had limited success in this area in both countries.

7.3 Opportunities

- The increased demand for healthier beverage choices provided an opportunity for Coca-Cola to diversify its portfolio to include low-sugar and no-sugar beverages. The demand in India for functional drinks and juices is increasing, while in America, the demand for herbal drinks is growing.
- Coca-Cola has opportunities to expand into emerging markets with large and growing middle class populations, such as India. India as a middle class is projected to grow to 500 million by 2025, which is a significant opportunity for companies.
- Coca-Cola could use digital marketing and e-commerce to reach younger consumers in India and America which are the potential buyers. According to Gebrehanna Halabo (2021), the e-commerce market in India is growing at 20% annually, while in America, the share of e-commerce is increasing this can be an advantage to the company.

7.4 Threat

- Coca-Cola faces stiff competition from other beverage companies, particularly in the carbonated soft drink category.

- In both India and America, the government has imposed a tax on sugary drinks which can affect sales of Coca-Cola.
- The COVID-19 pandemic has had a significant impact on the beverage industry affecting companies including Coca-Cola leading to supply chain disruptions and changes in consumer behavior.

8.0 Relate Segmentation, Targeting and positioning to the Company.

The Company implements various marketing strategies to meet customer needs in different markets. For high-involvement products, Coca-Cola in India and America targets different segments based on their demographics, psychographics and behaviors (Moura and Casais, 2020). In India, Coca-Cola targets the young population, particularly the 15-35 age group, a segment that is more inclined to try new products and experiment with different flavors. The company is positioned as the perfect refreshing and energizing drink for social events and the company launches campaigns aimed at youth, such as the "Share a Coke" promotion, where customers could personalize their Coke bottle with their name or message. As Liu (2023) notes, the campaign was a huge success in India as it addresses young people's need for self-expression and personalization while in America, Coca-Cola caters to a much broader audience that includes all age groups. However, the company has a strong focus on the millennial population, which is a key market segment for high-involvement products. Coca-Cola positions itself as a lifestyle brand that celebrates moments of happiness and togetherness having launched campaigns focused on issues such as diversity, inclusion and social responsibility (Zahay et al., 2023). For example, the Feel the Feeling campaign aims to create an emotional connection with consumers and position Coca-Cola as a brand that brings people together.

The different segments Coca-Cola targets in India and America for high-involvement products can be attributed to the cultural differences between the two countries. India has a younger population that focuses on trying new products and tastes, whereas America has a more diverse population that has a wide variety of likes and tastes (Liu, 2023). Coca-Cola's marketing strategy in each country reflects these differences and is designed to meet the specific needs and preferences of the target segments. Analyze Coca-Cola's positioning strategy in each country. According to Pandit (2017), Coca-Cola segmented the market based on psychographic and behavioral factors, such as youth and urban populations who consume more fizzy drinks in India while in America, its segmented markets are based on demographics such as age, income and ethnicity. This case explains why the target group in America is wider and more diverse than in India.

Coca-Cola targets the youth segment in India with its product offerings and advertising campaigns. As Liu (2023) assert, the company uses famous celebrities and athletes to target this audience while it targets a wider audience and focuses on promoting the heritage and history of the brand in America. Coca-Cola's marketing efforts in America also aim to create an emotional connection with consumers. The company's positioning in India is based on the perception that it is a fun, youthful brand that encourages hospitality and enjoyment while in America, its positioning focuses more on the brand's heritage and long history. Coca-Cola's American marketing campaigns often emphasized the brand's appeal (Duan, 2022). Hence, STP strategy used by Coca-Cola in India and America for high-involvement products shows some similarities and differences but the company's marketing efforts in both countries aiming to promote brand images and create emotional connections with consumers.

9.0 Marketing mix elements (7Ps)



Figure 4 Marketing mix elements (7Ps) (Xiang, 2022)

9.1 Product

In India, Coca-Cola offers a variety of products including Coca-Cola, Thums Up, Sprite, Maaza and Fanta and the product is marketed in various packaging sizes including small glass bottles, cans and PET bottles. In contrast, in America, Coca-Cola products that are heavily involved include Coca-Cola Classic, Diet Coke, Sprite, Fanta, and others (Gebrehanna Halabo, 2021). Products are marketed in various sizes including cans, glass bottles, and plastic bottles. In India, Coca-Cola launched products specifically designed for the Indian market, including Maaza, a mango-flavored drink that became one of the country's best-selling products as reported by the president (Gupta, 2011). The company has also introduced a number of regional flavors like RimZim, a lemon-flavored drink popular in the north of the country. However, in America, Coca-Cola introduced a variety of products tailored to local markets, including Coca-Cola Zero Sugar and Diet Coke aimed at health-conscious consumers.

In terms of product development, Coca-Cola is actively introducing new products both in India and America to keep up with changing consumer preferences. For example, in India, Coca-Cola introduced Kinley Soda, a product aimed at health-conscious consumers who prefer sugar-free drinks while in America, the company introduced Coca-Cola Energy, aimed at consumers looking for a quick energy boost (Li, 2022). While the company's product offerings share similarities like the amalgamation of classic Coca-Cola brand names and variations of popular flavors, with a large presence in India and the Americas, the Company has adapted its product offerings to meet the unique needs and preferences of each market (Pinto and Pinto, 2020). This approach allows Coca-Cola to maintain its position as the leading beverage brand in both countries.

9.2 Price

Coca-Cola has developed a unique pricing strategy to suit the local market in each country. Considering high-involvement products such as signature carbonated soft drinks, a company's pricing strategy is critical to its success in any market. In India, Coca-Cola uses a penetration pricing strategy to gain market share and the company has set lower prices for its products, making them more affordable for the average consumer (Xiang, 2022). The company's pricing strategy in India is also affected by intense competition from local brands such as Thums Up and Limca which have made the company to lower its prices and make them more attractive to budget-conscious consumers. In contrast, Coca-Cola uses a skimming pricing strategy in America. The company charges higher prices for its products, targeting consumers who are willing to pay more for quality and brand awareness (Çelik, 2017). Coca-Cola's pricing strategy in the US is also affected by its dominant position, which allows it to charge a premium price for its products and the pricing strategy for high-involvement products varies based on local market conditions and competition.

The company's pricing approach in India and America reflects differences in consumer behavior, purchasing power and market competition in each country.

9.3 Place

In both countries, the brand uses different sales channels to reach its target customers for high-involvement products. In India, Coca-Cola uses a combination of direct and indirect distribution channels, with a strong network of bottling plants that are responsible for the production and distribution of Coca-Cola products throughout the country (Yadav, 2018). Coca-Cola also works with local distributors and retailers to ensure their products are available in supermarkets, minimarkets and other retail outlets. In America, by contrast, Coca-Cola primarily uses indirect sales channels and also with an extensive network of distributors and retailers who are responsible for delivering Coca-Cola products to consumers (Pandit, 2017). Coca-Cola has developed relationships with major retail chains such as Walmart, Target, and Kroger, ensuring their products are widely available in stores across the country.

9.4 Promotion

In the United States, the company uses a variety of promotional tactics to reach its target market. The company has a significant presence on social media platforms, including Twitter, Instagram, and Facebook, where it creates engaging content that appeals to young Americans (Shield et al., 2017). Additionally, the brand uses product placement in movies and television shows to increase brand awareness and reinforce its image as a refreshing, fun drink. According to Pendergrast and Crawford (2020), the company also runs several promotional campaigns such as taking the Share of a Coke campaign where customers can personalize their cans with their names, creating a sense of personal connection between brands and customers.

On the other hand, Coca-Cola had to adapt its advertising strategy to accommodate the country's unique cultural and social factors in India. The company has invested heavily in creating local advertising campaigns that resonate with the Indian audience including Coca-Cola's "Thanda Matlab Coca-Cola" campaign, which translates to "cold means Coca-Cola" and emphasizes the cooling properties of the drink which is attractive in India's hot climate (Augusto, 2020). The company also partners with popular Bollywood celebrities to create campaigns that appeal to young Indians.

9.5 People

Coca-Cola in India places great emphasis on building strong relationships with its employees and the community, it offers its employees a variety of training programs that not only help them develop new skills, but also enhance their personal and professional growth. According to Pendergrast and Crawford (2020), the company runs various initiatives aimed at empowering women and promoting diversity and inclusion in the workplace. The company has also implemented a number of social programs in India to improve the lives of local people, including initiatives in education, health care and water conservation (Gupta, 2011). In America, Coca-Cola values its employees and recognizes that they are the key to the company's success, it offers a range of employee benefits and training programs, including programs focused on diversity and inclusion. The company also has a strong focus on social responsibility, with a number of initiatives aimed at improving the communities in which it operates such as support for education, environmental sustainability and community development.

9.6 Procedure

In both India and America, Coca-Cola has introduced optimized production and distribution processes to ensure efficient product delivery, due to major differences in

infrastructure and logistical challenges, the process differs slightly between the two countries. In India, Coca-Cola has built a strong distribution network to reach its diverse and widespread customer base, it has set up more than 2.6 million retail stores across the country and has invested heavily in technology to streamline its distribution process (Shield et al., 2017). For example, in India, Coca-Cola uses a Direct Store Delivery (DSD) model, in which products are shipped directly from the manufacturing facility to the retailer, bypassing intermediaries and reducing costs. It has also launched innovative initiatives such as an e-commerce platform and a mobile application that allows customers to place orders and track shipments in real-time.

The production and distribution process for Coca-Cola in America is more automated and more efficient. The company has invested heavily in technology to streamline supply chain management and manufacturing processes, such as the use of automated guided vehicles (AGVs) to transport raw materials and finished goods within production facilities (Kumar, 2020). It has established distribution networks and retail chains in America to ensure its products are widely available and easily accessible to customers and uses data analysis and market research to identify trends and adapt its sales strategy.

9.7 Physical Evidence

Coca-Cola has a strong physical presence in India with a large number of bottling plants and distribution centers across the country, it also employs a large number of people in India and has a strong focus on localizing its products and marketing campaigns to appeal to Indian consumers. For example, the company has launched regional flavors and launched marketing campaigns to celebrate local festivals and cultural events (Çelik, 2017). But in the US, Coca-Cola's physical presence is more concentrated with headquarters and bottling plants in key areas of the country (Xiang, 2022). The Company's marketing campaigns in the United States are focused on

promoting a global brand identity and promoting new products, rather than catering to local tastes and preferences. However, in both countries, the Coca-Cola brand is instantly recognizable and plays a key role in the physical evidence of the company, the red and white logo features prominently on all of its products, and the packaging aims to stand out on store shelves and attract consumers.

10.0 Directional Development Strategy

Coca-Cola is pursuing a new product development and diversification strategy for high-involvement products in India and the United States. In India, Coca-Cola is expanding its product range by introducing new variants of its flagship brand and diversifying into other categories (Gebrehanna Halabo, 2021). However, in the United States, Coca-Cola is focusing on diversifying its product line through acquisitions and partnerships.

In India, Coca-Cola introduced new variants of its flagship brand to appeal to the taste preferences of Indian consumers such as launching 'Thums Up Charged', a variant of the popular Thums Up brand with a stronger flavor to appeal to Indian consumers' preference for bold flavors. Similarly, Jia and Ma (2022) note that Coca-Cola launched Maaza Gold, a premium mango drink aimed at serving the premium market segment while diversifying its portfolio by launching products in other categories, such as the launch of the Minute Maid Pulpy Mozambique juice, to meet the growing demand for healthy and natural beverages. In the United States, Coca-Cola is focused on diversifying its product line through acquisitions and partnerships (Gebrehanna Halabo, 2021). For instance, in 2018, Coca-Cola took over the Costa Coffee chain to expand its product reach in the coffee segment. Moreover, the brand partnered with Dunkin' Donuts to introduce a line of ready-to-drink iced coffee products to the US market (Shield et al., 2017).

Partnering with Monster Beverage and other brands has enabled Coca-Cola to expand its product line in the energy drink category.

The directional development strategy used by Coca-Cola in India and the United States reflects the unique characteristics of each market. Coca-Cola is focusing on expanding its product range and diversifying into other categories to cater to the diverse tastes and preferences of Indian consumers in India while it is focusing on diversifying its product line through acquisitions and partnerships in order to stay ahead in a highly competitive market in America (Shield et al., 2017). Coca-Cola's new product development and diversification strategy in India and the United States has succeeded in expanding its product line and entering new categories. Wang (2015) note that this strategy reflects the company's commitment to meet the changing needs and preferences of consumers in each market, so that sales and market share increase.

One key success factors of Coca-Cola's focus development strategy was the company's ability to leverage its brand strengths and marketing expertise. Coca-Cola is one of the most well-known and respected brands in the world and the company uses this brand power to successfully introduce and promote new products (Çelik, 2017). For example, the company's sports drink brand, Powerade, is promoted through high-profile athletes and sporting events, which helps build brand awareness and trust. Another factor in the success of Coca-Cola's targeted development strategy is the company's ability to leverage its distribution network (Wang, 2015). Coca-Cola has an extensive network of bottlers and distributors around the world, which enables the company to introduce new products to different markets quickly and efficiently. For instance, when Coca-Cola launched Dasani brand bottled water where it can leverage its existing distribution network to make the product available quickly in stores and vending machines.

Coca-Cola's focused development strategy positively impacted the company's market share in high-involvement products. According to Jia and Ma (2022), the company successfully launched and promoted new products, and these products helped diversify Coca-Cola's revenue streams. For example, sales of Coca-Cola's Monster energy drink brand grew 11% year-over-year in 2020 and the company's bottled water brand, Dasani, has steadily increased its market share in the United States since its launch in 1999 (Liu, 2023). Coca-Cola's focused growth strategy has been the main reason for the company's success in the high-involvement product category. As Moura and Casais, (2020) assert, companies can leverage the strength of their brand and distribution network to successfully launch and promote new products. This move has allowed Coca-Cola to diversify its revenue streams and maintain its position as one of the world's leading beverage companies.

11.0 The BCG matrix in relation to marketing strategies in the two countries

When analyzing Coca-Cola's marketing strategy for high-involvement products in India and America, the BCG matrix can be used to understand the company's product portfolio and market share in each country. This Matrix is a strategic management tool that categorizes a company's products or services into four categories, which are Stars, Cash Cows, Question Marks, and Dogs, classifying them based on product market share and market growth rate (Augusto, 2020). In India, Coca-Cola has a high market share and the company's presence is strong in the country's beverage market. Products of companies such as Coca-Cola, Sprite and Fanta are very popular among Indian consumers. As a result, these products can be classified as cash cows, meaning products that have a high market share in a low growth market (Butler and Tischler, 2016). However, the company has also launched several India-specific products to cater to the particular preferences of Indian consumers can be categorized as question marks, meaning products that have a small market share in a rapidly growing market.

Coca-Cola's share of the American market has declined in recent years as consumers shift from sugar-sweetened beverages to healthier options resulting in the products of companies such as Coca-Cola, Sprite and Fanta can be classified as dogs, which are products of small market share in low-growth markets. Coca-Cola has launched several new products such as Coca-Cola Energy and Smart-water to appeal to health-conscious consumers in order to solve all this problems (Gebrehanna Halabo, 2021). These products can be classified as a concern because they have a small market share in a fast growing market. The BCG matrix underscores the need for Coca-Cola to invest in new products to sustain growth in India and the America, it should focus on developing products that meet changing consumer preferences and address challenges that arise from changing market conditions to enable Coca-Cola to maintain its market position and remain competitive in the beverage industry.

12.0 Conclusion

This study has analyzed and compared Coca-Cola's marketing strategy for high-involvement products between India and America. STP analysis shows that Coca-Cola uses the same segmentation and targeting strategy in the two countries, but employs a different positioning strategy. The 7 P analysis shows that Coca-Cola's products, prices, and promotional strategies are similar in the two countries, but there are differences in distribution strategy, people, processes, and physical evidence. A comparison of trend development strategies shows that Coca-Cola is focused on innovation and sustainability in both countries, but the company is more focused on entering the Indian market and developing the American market. Analysis of the similarities and differences between the various variables shows that cultural, economic, political and social factors influence Coca-Cola's marketing strategy in both countries.

13.0 Recommendation

Coca-Cola's marketing strategy for high involvement products in India and America was effective in creating brand awareness and brand loyalty. The company should use brand equity, distribution networks and advertising campaigns to reach a wider audience in both countries but there are some areas where the company can improve its marketing strategy (Augusto, 2020). One area for improvement is the distribution strategy in India. The company should invest in expanding its distribution network in rural areas and small towns to reach more consumers and it may also consider launching more local products to cater to the taste preferences of Indian consumers. In America, Coca-Cola could consider investing more in digital marketing to reach younger consumers. Companies can also focus on introducing more innovative products and sustainable packaging to the market to attract environmentally conscious consumers.

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