

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

School of Management and Business  
Department of International Economic Relations, Business & Management

**Bachelor's Qualification Work**

**The Essence of organizational management structure and its role in  
achieving the goals**

(Based on Coca Cola company case)

Bachelor's student of the 4<sup>th</sup> year study

Field of Study 07 – Management

and Administration

Specialty 073 – Management

Educ. program – IT Management

***Igwele Omayearua Dulya***



Research supervisor



**Tetiana Gordiienko \_**

*(First Name, Last Name)*

Ph.D. in Economics

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## ABSTRACT

Organizational management structure plays a pivotal role in achieving the goals of a company. This abstract explores the essence of organizational management structure and its significance within the context of the Coca-Cola Company. By examining the management structure of Coca-Cola, this abstract highlights how a well-designed and implemented organizational structure facilitates effective communication, coordination, and decision-making processes. The study underscores the importance of aligning the management structure with the company's strategic objectives, culture, and operational needs. Additionally, it discusses the role of the management structure in promoting efficiency, accountability, and adaptability, ultimately contributing to the achievement of organizational goals. Through an analysis of Coca-Cola's management structure, this abstract offers insights into the key elements that make an effective organizational management structure and its impact on the success of a company.

**School of Management and Business**

**Department of International Economic Relations, Business and Management**


Educational level: **bachelor degree**

Specialty: **073 “Management”**

Educational Program **“IT Management”**

**APPROVED**

Head of Department Prof. L. Zharova

  
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**TASK  
FOR BACHELOR’S QUALIFICATION WORK**

**Omayearue Dulyn Igwele**

(Name, Surname )

1. Topic of the work:

***The Essence of Organizational Management Structure and its role in Achieving the Goal  
(based on Coca-Cola Company)***

Supervisor of the work ***Tetiana Gordiienko, Ph.D. in Economics.***

(surname, name, degree, academic rank)

Which approved by Order of University from “22” September 2022 № 22-09/2022-4c -  
Management IT

2. Deadline for bachelor’s qualification work submission **“23” April 2023**

3. Data-out to the bachelor’s qualification work\_

***Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.***

4. Contents of the explanatory note (list of issues to be developed).




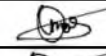

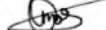
***There are three main topics a student should develop in this work:***

- 1. Theoretical and methodical bases of the organizational management structure, as the framework for business development.***
- 2. Practical aspect of organizational management structure on the example of the ‘Coca-Cola company’***
- 3. Propositions for redesign of the organizational structure***

5. List of graphic material (with exact indication of any mandatory drawings)

*Graphs and figures for analysis of economical and statistical information on the company and its development, visualization of organizational management structure, indicators for organizational performance measurement etc.*

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
1	<i>Tetiana Gordiienko, Ph.D. in Economics</i>		
2	<i>Tetiana Gordiienko, Ph.D. in Economics</i>		
3	<i>Tetiana Gordiienko, Ph.D. in Economics</i>		

7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	<i>31.12.2022</i>	<i>In time</i>
2.	II chapter	<i>20.02.2023</i>	<i>In time</i>
3.	III chapter	<i>11.04.2023</i>	<i>In time</i>
4.	Introduction, conclusions, summary	<i>23.04.2023</i>	<i>In time</i>
5.	Pre-defense	<i>27.04.2023</i>	<i>In time</i>

Student



(signature)

Supervisor




(signature)

Conclusions:

*The Bachelor's qualification work presents a good level of research and analysis. The content and structure of the paper generally meet methodological requirements, with some areas for improvement. The study primarily examines organizational management structure within the Coca-Cola Company, effectively showcasing the practical implementation of organizational management in a renowned multinational corporation. While the analysis provides valuable insights, there is room for deeper exploration and critical evaluation. The paper includes both empirical and theoretical recommendations; however, they could have been more elaborated. The author correctly aligns these recommendations with the main goal and tasks of the study, demonstrating a clear understanding of how the organizational management structure can contribute to goal achievement. While there are areas that could be improved, the paper provides valuable insights and contributes to the understanding of organizational management. In general, if successful defense, the thesis can claim to be "good".*

Supervisor

  
(signature)

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## INTRODUCTION

There is no living or moving object in the entire world that survives without a structure, a framework, or a skeletal system. Simply put, the structure is the primary support unit of every edifice or organism. In the business sense, the structure of a business is the base or foundation for the existence of the business. Thus, without a strong structure, business organizations cannot survive. What makes up a business structure? All amount to a well-established management structure. Same as the human body, the manager of the body is the human being. How you take care of your body determines your life span. That is, the things one eats, physical activities, sleep routine, and many other things affect the body. Thus, if you eat well, partake in exercise activities, and sleep well, the tendency of avoiding sickness, and have a long-term life span is high. Here, in the business terrain, when the management structure is well-defined, and every managerial role is handled perfectly, the business organization is hopeful of becoming a success. Every big business organization around the globe is with a well-structured managerial body.

The organizational management structure is indeed the framework for business development, as it determines the success or failure of an organization. Therefore, it is relevant for business owners or entrepreneurs to pay much attention to the managerial structure of the organization.

As we look at the managerial structure of businesses, it is also key to look at the administrative aspect of the organization as well, paying attention also to the job specifications and descriptions. There could be a 'perfect' and a well-laid-down business structure and running plan, but when management and employees do not know their job specifications and description, there is always a delay in business progress. Business administration ensures such things are well laid out and outlined, for business operations to run smoothly. Issues of research like this interesting topic have already been studied by leading economists and management specialists, such as Robert Gibbons, John Roberts, Alan Benson, and Ronald Schmidt, with their

research, basically exploring the use of organizational economics and management to understand the existence, design, and performance of organizations and promote or deal with where necessary and needed within the organizational structure.

This paper primarily hopes to enlighten its readers about business development, with a great focus on the managerial and administrative structure, and its impact on business development. This work also will also study an American company, Coca-Cola Company Limited's managerial structure, and again compare it with some of its key competitors, analyzing their managerial structures and prowess, financial results, operational and administrative structures, and then how to conclude by looking at how Coca-Cola can improve their structures and operations in order to be more competitive and have an upper hand in its market of operation.

This paper also will look at the research of opinions on the business managerial structure and its impact on business development, as well as a detailed analysis of the managerial structure and its roles in business activities, as well as establish ways of improving business managerial structure and roles, in the framework of business development.

This will be key for smaller or less developed business entities, as their success will greatly and even solely depend on the managerial and administrative structures.

This work aims to analyze and examine the impact of managerial structure on business development, looking at how a well-established and laid-out managerial structure could affect the overall development of a business organization. Thus, in analysing the framework of business development, we look at these key factors. They are.

1. Business development under the scope of organizational structure
2. Business administration structure as the driving force of business development.

3. Study the impact of organizational structure on business entities, specifically, Coca-Cola Company Limited, and its competitors, and then compare with Nigerian Breweries PLC.
4. Types of organizational management structure
5. Organizational management structure as the driving force of business development
6. Approaches to the redesign of the organizational structure
7. Identification of problems with current organizational structure design
8. Change proposal and implementation of organizational changes
9. The role of leadership in organizational structure change

Task one is to look at developing a framework of the organizational structure of business organizations, and how the structure improves business development. That is, the type of business organizational structure implemented by every business organization has a significant impact on the progress of the organization. Thus, the task here is to look at the overall business organizational structures and their impacts in business development.

In correlation to the aforementioned task, the second task looks at the correlation between business administration structure and business development. That is, despite having a 'progressive' organizational structure, implementation of the organizational structure is very key. That is, the role of the business administration is very key. Thus, when the segments of the administration know their roles and defined job descriptions clearly, the organizational structure is well implemented.

In fully understanding organizational structure and its impact on business development, we study the impact of organizational and administrative structure on Coca-Cola Company Limited, and its competitors, as well as compare it with Nigerian Breweries PLC. That is, looking at the organizational and administrative structure of Coca-Cola Company, how it operates, and the developmental impacts it has had on the company over the years.



We then explore the various types of organizational management structures. Knowing more about these types of organizational structure helps business organization to make the correct choice among the many other types, selecting the one that best suit the business organization. Though every type of organizational structure has benefits when implemented, knowing which one best suits your business organization will be more significant to business development than others. Thus, it is very key for business organizations to always be cautious about the structure they settle on, as it is key to determining business success or failure.

The next task is to look at the various approaches to redesigning the organizational structure. This involves analyzing the current operating organizational structure, overall work performance and its outcome, employee commitment, and any other part of the organizational structure relevant to business development. Therefore when this business introspection is done, then the organization decides whether or not to redesign its operational structure. This analysis is often done by business organizations when the expected results are not achieved, and thus, it is very relevant to business development when exercised.

As the previous task, this task aims at identifying problems with the current organizational structure design. As said, every organizational structure has significance to business development, but also has its falls, and thus, this task aims at looking at various organizational structural designs, and identifying its problems, and possibly, solutions to mimic or eradicate these problems.

As we look at all these tasks, we then also look at the role of leadership in organizational structure change. That is the role of management in making organizational change a possibility. Knowing their various roles and descriptions, on what to do to make this change a possibility, and well implemented. Leadership makes organizational structures work, and therefore, studying or looking into the role of leadership in an organizational structure implementation and its change is very key to business development, growth, and sustainability.

**The research objects** used here are; managerial and administrative structures (independent variables), and business development (dependent variable). Simply put, the managerial structure being an independent variable means they cause an effect on business development (dependent variable), which turns to depend on the managerial structure. Therefore, if a managerial structure is positive or productive, business development is also positive, and vice versa.

The **Subject** of the research is a methodological preview, aimed at affirming ways to improve on managerial and administrative structures of an organization, particularly, looking at Coca-Cola Company Limited.

**The research method** and **data** source for this paper include qualitative research on internet publications, personal data analysis and calculations, and other journals and articles.

**The relevance** of this work is established by the significant role or influence managerial structure plays within business organizational development across the globe, its greater influence on economies in the world, and also, how business organizations could pay more attention or focus on their managerial structures to sustain their organizations, as well as have a conducive environment for its employees, and as well smoothen and improve or increase production.

The aim and the tasks set stipulated the structure of the thesis, that consists of the introduction, 3 chapters, conclusions, list of references. The paper contains 3 tables and 3 figures. The list of references includes 74 literature sources.

## **CHAPTER 1. THE CONCEPT OF ORGANIZATIONAL MANAGEMENT STRUCTURE, AS THE FRAMEWORK FOR BUSINESS DEVELOPMENT**

### **1.1 Theoretical framework of organizational management**

Management, which, for the sake of this paper, I call its foundation, is the strength or root of every structure, edifice, organization, or business entity. Management in every business organization determines the life span of the organization. That is, the result of production, employee commitment, customer satisfaction, business competitiveness, and many other aspects of every business organization that contributes to its growth, all depends on how the business organization is managed, or the managerial ideologies and plans laid down for the business organization to be run from. Thus, management plays a significant role in every business organization, and also, no business organization can function or survive without management.

In a layman's understanding, 'to manage', simply means, to control, lead, supervise, or have authority over something. Thus, managing could be applied to business, people, and on. For example, business organizations do have supervisors, team leaders, managing directors, and other derogatory positions, whereas, in sports like soccer, and basketball, players do have managers who handle their contracts, and sort out their day-to-day activities and other itineraries.

Sethy K, in his article, defines management as the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims. Management is defined as the process by which a cooperative group directs actions towards common goals. (K, S. 2019c, September 23).

Mary Parker Follett (1994) defines management as the art of getting things done through other people [<http://ideasonmanagement.blogspot.com/p/mary-parker-follett-1868-1933.html>]. Stewart (1967) also describes management as getting

things done with the aid of other people. Further, a manager is someone who gets things done with the aid of other people.

John F. Mee's definition of management buttresses the aforementioned explanation that good management aims at ensuring employee commitment and customer satisfaction. He defines management as the art of securing maximum results with a minimum effort to secure maximum prosperity and happiness for both employer and employee and give the public the best possible service (K, 2019d). Thus, employee happiness will amount to them becoming committed, whereas giving the public the best possible service will also amount to satisfaction.

Mary Cushing Niles also with the assertion that good management, or scientific management, achieves a social objective with the best use of human and material energy and time and with satisfaction for the participants and the public. Simply put, anything that involves science, simply, have gone through a systematic procedure or process (K, 2019d). Thus, scientific management here means a systematic managerial act, which uses both human and material energy and process to create satisfaction for its end users or customers.

This is similar to the idea of Prof. A Dasgupta, who defines management as the creation and control of the technological and human environment of an organization in which human skills and capacities of individuals and groups find full scope for their effective use in order to accomplish the objective or which an enterprise has been set up (K, 2019d). It is primarily involved relationships between the individual, group, organization, and the environment. In a nutshell, employee happiness and commitment, and customer satisfaction is the primary goal. Once that is attained, the business grows, production increases, the business makes a profit, and lastly, the business lifespan is safeguarded and well-protected.

EFL Breech also says management is solely concerned with seeing that job gets done. Thus, its tasks emphasized planning and guiding the operations that are going on in the enterprise (K, 2019d)

According to F.W Taylor, “Management is the art of knowing what to do when to do it, and seeing that it is done in the best and cheapest way” (K, 2019d). This definition, to me, though short, but a very key definition, as it aims at explaining that not just having the ‘men’ or resources makes management work, but with management knowing what to do, and when to do it, and at a very cheap but quality means or ways. This means, management going the extra mile, having different sources of suppliers, and cheap labor, even if it means outsourcing or offshoring, employee happiness, and commitment is assured, and also, knowing when to delegate authority, as well as issuing a command, is very key to business development. With that, resources are not wasted, labor is well utilized, and so forth.

Thus, management structure is basically how a company organizes its management hierarchy, to delegate its powers and authorities according to and adequately, for business activities to run smoothly and properly. It includes top management, middle management, and then lower management. Top management is the Board of Directors which have the topmost authority and decision-making power within the organization, and they delegate powers to the middle management, who also oversee the work of the lower management and report back to the top management. The lower management oversees the daily activities within the organization, and how things should be done within the organization, as they are the mouthpiece between the top management and the employees. When such structures are well laid, business activities definitely will run smoothly, as every department or management knows its role or description within the working area.

With all said, we could agree on the importance of management, as it is the key to organizational success, as it ensures that employees are as happy and are giving their all to the development of the organization, and also ensuring customers are highly satisfied with the outcome of the requests or desires. Once these two keys are ensured, business growth is assured, and growth is readily ensured, as increased productivity is assured. In conclusion here, management could be agreed to be a substantial factor of production, aside from land, labor, and capital. This is because,

without management, the remaining three factors cannot function effectively or properly.

Having looked at management and primary managerial functions, we then also look at the organization, and organizational structure as a whole, to know how the top elements complement each other, or the effect one has on the other.

In defining the word organization, in simple words, the term organization originated from the word or verb 'to organize', simple means to put things in order, put in place, arrange, or gather. Thus, in a simple understanding of business, organization means to gather or organize a group of people with a common business ideology, to achieve a similar or common business goal. That is, these assembled individuals have peculiar resources, capital, or skills worth making a profit from. Thus, they bring together all these resources and skills, set up a business organization out of it, and then aim at controlling the market, with a higher competitive edge against all its competitors.

Now, having known the simple definition of an organization, we could also say an Organizational structure is a system that lays out how activities are directed to attain the goals of the organization. In other words, the organizational structure is more of the master 'plan' sheet of how everything within the organization should be, or look like. There is no activity or decision within a business organization that does not take place in the direction of the structure of the organization. That is, who to take a decision, who is accountable to whom, and who is the bearer of the taken decision. All these acts are well-defined by the organizational structure.

John Dudovskiy (December 16, 2022) defines organizational structure as a system for outlining management roles and responsibilities to achieve organizational goals. This definition well-explains the relevance of organizational structure, and when well laid out, its importance to business development.

Lucy Friend (February 06, 2019) also defines organizational structure as a system used to define a hierarchy within an organization. This means properly segmented job roles and functions within an organization, and an established system

of accountability, where every individual or employee knows who to report to, and who is accountable to whom.

Jason Gordon (October 2022) also defines organizational structure as a visual diagram that represents the hierarchy, roles, and responsibilities of the employees in the country (Organizational Structure - Explained, n.d.).

A well-defined organizational structure is a key to business success, as it explains in detail the job description of every employee and office, as well as a clearer job specification, to prevent conflict of interest, disguise unemployment (where employed individuals do not know their job description and gallant within the organization without doing anything profitable), and so forth. Thus organizational structure gives the organization a visual or a graphical representation of how the business should run.

## **1.2 Types of organizational management structure**

In organization management, there are various types of structure which include:

1. Functional Structure
2. Divisional Structure
3. Matrix Structure
4. Flat Structure
5. Network Structure
6. Geographical Structure
7. Hybrid Structure

**The functional structure** of organizational management is a type of organizational structure in which the organization is divided into different departments, each focusing on a particular function or area of expertise (Cleverism 2019).

Each department is managed by a manager or director responsible for that department's performance. This structure allows for the specialization of tasks and knowledge and is often used by companies that offer complex products or services. Functional structures also allow for greater efficiency and cost savings, as well as improved communication and collaboration between departments. Having clearly defined roles and responsibilities helps employees know what is expected of them and whom to turn to for assistance and guidance (Cleverism 2019).

Organizational management can be into four functional areas:

1. Planning,
2. Organizing,
3. Leading and
4. Controlling.

1. Planning: This operation involves setting goals, developing strategies, and outlining actions to achieve desired outcomes. It also involves identifying and assessing risks and opportunities.

2. Organizing: This is an aspect that involves arranging resources, personnel, and other elements to achieve the goals set in the planning stage. It establishes roles, responsibilities, and relationships among members of the organization.

3. Leading: Leading involves motivating and inspiring members of the organization to achieve the goals set in the planning stage. It requires communication, setting expectations, and setting an example of how to behave.

4. Controlling: This area involves monitoring progress and comparing actual results to the planned goals. It also involves taking corrective action if necessary.

**The divisional structure** is a type of organizational management where the company is divided into separate divisions, each with its mission, staff, and resources (Iyer, S. 2020). Each division typically has its own goals and objectives and is managed separately from the other divisions. This structure allows for greater specialization of tasks, as each division can focus on a specific area and be tailored to fit the company's needs. Additionally, it provides more autonomy for individual



departments, as each division can make decisions and take action without consulting with other divisions. This structure can benefit companies with multiple products, services, or activities, as it allows for greater specialization and efficiency (Iyer, S. 2020).

Some critical aspects of the Divisional structure are as follows:

1. Accountability: Each divisional structure has a specific purpose and area of responsibility, allowing for increased accountability and performance from each division.

2. Specialization: Divisional structures promote the specialization of skills and tasks within each division, allowing for greater efficiency and better quality of work.

3. Cost Savings: Divisional structures allow costs to be divided among multiple divisions, thus reducing overall costs.

4. Autonomy: Each division operates with some degree of autonomy, allowing for more effective decision-making and significant innovation.

5. Flexibility: Divisional structures provide more flexibility in responding to marketplace and customer needs changes.

6. Customer Focus: Divisional structures can be designed to allow each division to focus on specific customer needs.

7. Collaboration: Divisional structures promote collaboration between divisions, allowing for better communication and improved working relationships.

**The matrix structure** is a type of organizational management used to manage complex projects with multiple teams and departments (Ali, M. A. 2018). It divides the company into functional and product-based groups. The units are linked together to ensure communication and collaboration between different departments. This fosters an environment of collaboration and innovation and allows teams to work together to achieve common goals (Ali, M. A. 2018).

The matrix structure is based on the idea of functional specialization, which is the practice of dividing a company into functional departments that specialize in specific areas. Each team has its own goals and objectives and is responsible for its

own deliverables. Each unit is also responsible for the success of other groups, and so must collaborate and communicate effectively (Nunes, J. 2020).

**The flat structure** is a type of organizational management that eliminates or minimizes hierarchical layers of an organization (Bizfluent 1999). It is the opposite of a traditional vertical structure, characterized by a strict chain of command and a centralized decision-making process. In a flat system, decision-making authority is decentralized and dispersed among all employees, giving them freedom and autonomy. Proponents of this type of organizational structure believe it improves employee engagement, increases productivity, and allows for greater creativity and innovation. This type of structure is characterized by a few layers between management and employees and allows decisions to be made quickly and easily. This type of structure is also known as a “flat organizational structure” or “flat hierarchy.” Flat structures tend to be more efficient and less costly than traditional hierarchical structures because they require fewer management layers. This type of structure also promotes open communication, as it allows employees to interact directly with managers. Additionally, flat structures typically allow for greater employee autonomy, as employees are more empowered to make decisions and take ownership of their work (Harvard Business Review 2020).

**The network structure** is a type of organizational management in which employees are not hierarchically ranked and instead are connected in a network of teams and working relationships (McKinsey & Company 2018). In this type of structure, the various departments, teams, and employees are all associated, with each team having its focus and responsibility. Employees can move more freely between roles and are given more autonomy, allowing for greater collaboration and innovation. This structure is often used in technology companies, where agility and flexibility are essential for success.

This structure typically involves creating multiple, autonomous teams or groups of individuals responsible for their tasks and decisions while collaborating to complete projects and reach goals. This decentralized approach to management has

become increasingly popular in recent years, as it allows organizations to quickly adapt to changing conditions and leverage the strengths of individual members to create tremendous collective success.

**The geographical structure** is a type of organizational management structure that groups employees and departments according to geographical locations (Paz, A. 2019). The goal of this type of structure is to allow organizations to manage better and coordinate regional activities and operations. This approach is often used by larger companies with multiple locations or by companies with complex supply chains or distribution networks. Advantages of a geographical structure include the ability to focus on local markets, better customer service, and increased responsiveness to regional needs. Furthermore, the design enables organizations to better coordinate activities across multiple sites, for example, in product development or marketing campaigns. Disadvantages include increased complexity, higher costs, and potential communication issues (Paz, A. 2019). This type of structure allows for better coordination of regional operations and more effective specialization and resource utilization. The following are some of the critical areas of the geographical structure as an organizational management tool:

1. **Globalization:** Globalization is an important factor when considering geographical structure. With the rise of international trade, organizations must consider customers' different needs and preferences in other countries. By creating a geographical structure, organizations can better manage their operations on a global scale.

2. **Adaptability:** Geographic structures allow organizations to respond quickly to environmental changes. Organizations can quickly adjust their operations to new circumstances by having different branches in different locations.

3. **Resource Utilization:** Geographic structures can help organizations maximize the use of resources. Organizations can take advantage of local resources and labor by having different branches in different locations to produce the best results at the lowest costs.

4. Specialization: Geographic structures can help organizations specialize in different areas. Organizations can focus on other sites by having various branches in different locations and developing expertise in those areas.

5. Cost Reduction: Geographic structures.

**The hybrid structure** combines elements from hierarchical and flat structures or functional and divisional structures (Ulrich, D., & Smallwood, N. 2004). A hybrid system may include a functional structure for centralizing specific functions and a divisional structure for decentralizing particular products or market groups. The combination enables the advantages of both structures, such as specialization and coordination, to be used in a single organization.

Procter & Gamble, IBM, and General Electric are well-known companies that use hybrid structures. These businesses frequently employ hybrid structures to balance efficiency and innovation.

It is a viral organizational structure because it offers a combination of features from both traditional structures, allowing for greater flexibility and more efficient management. The hybrid structure combines the advantages of a functional structure, such as specialization and coordination, with the benefits of a divisional structure, such as decentralized decision-making and greater flexibility. The organization is shared into divisions, each responsible for specific activities or functions. Each division is further divided into departments or teams responsible for a particular task. The hybrid structure allows for greater coordination between divisions and departments, as the organization can maintain a unified strategy while allowing each division to pursue its objectives. It also allows for greater flexibility, allowing divisions to adapt quickly to changing market conditions and customer needs (Farfan, B. 2018).

There are seven different types of organizational structure, and choosing one for an organization is very key to the organization's success, as it determines how the organization would be run. Choosing an organizational structure is not based on the size of the organization, but certain key factors do. Like, the aim and goals of the

organization, target market, customer segment, and so forth. These seven types of organizational structure are; Hierarchical structure, Matrix structure, Horizontal/Flat structure, Network structure, Divisional structure, Line Organizational structure, and Team-based Organizational structure.

With the **Hierarchical structure**, known to be the most popular structure, employees are mapped to supervisors. That is, every employee has a clear or specific supervisor. This mapping is based on different factors. These factors include the function they provide, be it technical, department, geographical location, or products they produce. The hierarchical structure, therefore, ensures clarity for employees, as well as unconsciously creates a healthy competition between employees within the workplace, as they all aim at pleasing their supervisors, and other supervisors using them as point of reference to other employees. On the other hand, it slows down general organizational development, as employees tend to impress only the supervisor or the department, and not have the entire organization's interest at heart (Gattiker, U. 2019).

**Matric structure** considers grouping individuals with similar skills for work tasks when they do not only report to one supervisor but the supervisor of every task they are to perform. Thus, it shows cross-functional teams that are formed for special projects. This helps supervisors to choose employees based on the needs of a specific project and also encourages employees to fully use their skills and potential in various capacities aside from their original roles (Ali, M. A. 2018).

**Horizontal or Flat** structure allows employees to be actively engaged in decision-making within the organization. It is mostly preferred and possible to be used in smaller companies or start-ups, where the effect on risk wouldn't be too much damage to the organization, compared to bigger organizations. This is good for start-ups, as it helps in quick decision-making within the organization, as well as builds employee confidence, commitment, and trust. Thus, employees are given more responsibility, and improves coordination and efficacy in innovation, or the implementation of ideas. It however becomes difficult to control, once the business

expands, or grows beyond start-up levels. And also, there is always a clash with job roles, as employees have no supervisors (Bizfluent 2017)

**Line organizational** structure, just as the name suggests, the structure is in line. That is, power or authority is bureaucratic. Meaning, authority flows from top to bottom. Just as it rationally should be, there is a chain of command in every office or department, where employees report to low managers, whereas low-level managers report to middle managers, and middle managers also report to top-level managers, and therefore, there is always checks and balances, effective communication, and as well, accountability. Thus, it allows employees to pay attention to their roles and job description, and as well, improves determination (Academy of Management Annals, 13(1), 19–67).

Here also, as the name suggests, a Team-based organizational structure is simply a structure made of teams, working together to achieve a common goal. This structure facilitates and ensures group work, as well as speeds up production, problem-solving, and decision-making time, and ensures cooperative service production. Thus, a growth mindset, transparency, and productivity are ensured.

With a **Divisional organizational structure**, divisions within the organization have absolute control over their resources, and thereby, operate like a sub-company within a larger company or organization. So, the sub-company could have its own sales team, marketing team, and so forth. This structure also helps in quick decision-making and efficiency. Whereas a Horizontal structure is better for start-ups and smaller companies, a Divisional organizational structure is also best for larger companies or organizations (Iyer, S. 2020).

Last but not least is **Network organizational structure**. This structure makes use of networking, as its resources are spread around, using outsourcing, offshoring, subcontractors, freelancers, and other productive and efficient resources, irrespective of the geographical location. This allows companies to be more flexible, improve workflow and reduce the cost of production Van (Aken, J. E. 2004).

Despite the aforementioned organizational structures, business organizations tend to adapt to market changes and demands, and with that, the organizational structure tends to be affected too. Thus, it is always necessary to consider the basic elements of organizational structural designs before choosing one. These basic elements are work specialization, departmentation, a chain of command, a span of control, centralization/ decentralization, and formalization.

Work specialization talks about how work responsibilities are shared among employees based on the job description. It helps in splitting bigger work tasks or projects into smaller ones, for effective and efficient production. Undefined work specialization results in low efficiency and burnout.

Documentation is whereby specialists are grouped based on their job description, location, skills, or through any other factor that establishes a connection between them. This ensures clarity of job itinerary, as employees know who they are working with, and the task they are expected to perform.

The chain of command simply talks about the bureaucratic arrangement within an organization. That is, who reports to who, who has the final say or authority in decision-making at the workplace, and so forth. The chain of command encourages and ensures accountability, as well as clarity, and orderliness in the workplace.

Centralization and Decentralization explain the autonomy level within business organizations. Centralization is where management or leaders have sole autonomy within the organization, with only the office making decisions. Decentralization, on the other hand, is where employees are allowed to contribute to decision-making within the organization. Decentralization, to me, is more adequate and efficient than centralization, as it allows employees to actively participate and commit to business activities, feel trusted and accepted, and as well, increase their commitment level.

Formalization looks are the standardization of business policies, codes, job descriptions, goals, operations, and any other fundamentals that is/are key to

business development. With all said it is always key for business organizations to consider the basic elements before deciding on a particular organizational structure.

### **1.3 Organizational management structure as the driving force of business development**

Organizational structure, as talked previously talked about, is of great importance to every organization, as it defines, shapes, guides, and controls the affairs of t every business entity. A business's development depends on the structures put in place within the organization, and how these structures are managed or controlled. Typically on the international level, business organizations do have branches or a part of the organization running in other countries or international markets, yet, these branches are still governed by the same business or organizational structures, for business plans, aims and goals to be followed suit. Thus, irrespective of the location or government policies controlling trade affairs in any part of the world, internal organizational structures among almost all international business organizations are almost always the same. This helps create an identity for the organization, it helps promote the brand and niche of the business organization, and as well, promotes equality within the organization. A typical and simple basic example is McDonald's, known to be one of the largest fast food restaurants in the world. In every country where McDonald's exists, staff or employees wear the same uniform, the building structure or design is the same, and the menu is almost always the same. That defines the organization and its brand and helps customers easily identify and associate with them. This all amount to the existence of an organizational structure, where employees are made aware of their job specification and description, the goals and aims of the organization, thereby, making sure checks and balances are effective and well managed. Had there not been an effective organizational structure laid out, management of branches of McDonald's in other countries could even decide on a new uniform for its employees, other than the one



people identify the brand with. This explains the importance and the autocracy organizational structure has in making a brand grow and glow beyond borders.

Organizational structure, as a framework for business development also helps with business expansion, employment as well as skills development and networking. For business expansion, a well-structured organization is likely and most destined to be successful, thereby, moving beyond territories, and borders. Thus, the certainty of job creation in other territories is assured, and with that, business expansion is taking place. Business development is achieved as the business keeps expanding, and also employment is more and more created. Networking and skills development under organizational structure and business development is very correlational. Depending on the choice or type of organizational structure an organization chooses, its employees can perform different roles or tasks, to meet market demands. On the hand, organizations with branches all the over the world are able to transfer human resources to their other offices, to improve business performance. Thus, a great networking platform is established. All this improves business development and performance.

Business development on the other hands, and as the name suggests, simply is the processes, activities, and strategic plans laid out by businesses to achieve their goals. For a business to develop, business organizations elaborate a business strategy, which serves as a guide and plan to help execute activities to help the business grow. These business development strategies include market development, market disruption, advertisement, product expansion or diversification, innovation, technological advancement, strategic partnerships, networking, and so forth (Academy of Management Executive, 18(2), 143–151). All these business development strategies become fruitful or well-implemented when organizational structures are well put in place. That is, business development strategies are dependent on the organizational structure of an organization. If organizational structures fail to implement business development strategies, business development fails or is curtailed from success and productivity.

Market development is the ability of an organization to make its products or brand recognized or sort after in the market. That is, to develop its customer segments, and increase its clientele. As businesses aim at developing their already existing markets, they also aim at penetrating into new markets. That is, identifying and targeting new markets, and thereby, introducing new strategic plans or goals to fit and grow in the newly identified markets. Market development allows business organizations to be able to meet their customer demands, increase profit, expand business territory, and also increase production and employment. Business development strategies are put into effect or undertaken by a well-established organizational structure, where top management implements these strategies, middle management segments, or delegate powers of execution to middle managers, and they also make sure low-level managers execute these strategies through the employees. Departments also play their specified roles for business development to be achieved. To penetrate into new markets, there is the need to create a niche and introduce other advertisement and sales strategies that will attract or get you more and more customers and potential customers. This includes a ‘buy-on-get-one-free promo’. As customers also always want more on the cheap side, they turn to be attracted to these sale packages. Thus, market development and penetration are likely to be achieved.

The next business development strategy is market disruption. As the word disruption explains, doing something other than the normal norm. In the market, market disruption means producing goods and services that are different from whatever the competitors are producing (Jepperson, R. L. 1991). Examples of disruptive organizations are TESLA, Apple, and Amazon. These aforementioned organizations brought a different “ingredient” into their market and won many customers out of that. TESLA, electronic cars, which the market prefer but fuel, with the idea of helping promote sustainable development. Amazon, a customer or consumer-centric aim, brings services to the door of the buyer. Apple, has a different touch and mobile experience, a different operating system, and uniqueness, giving a

different feeling altogether. Market development and penetration are well achieved depending on the organizational structure used by an organization. Where employees are allowed to be innovative and practical, where employees are tasked according to their skills and strength, there are always inventions generated and created. On the other hand, if an employee's abilities and freedom to take risk is limited, innovation also becomes limited, and chances of creating market disruption are also limited. It is always necessary to give room to employees, for more and more practicality, idea sharing, and innovative actions to be taken, but controlled and accounted for, to run down the organization, when it fails. In a nutshell, there is a need for management to make sure risks are well-calculated before taken.

Product expansion also talks about adding new features, attributes, or facets to an already existing item or commodity. This special feature or attribute will make the item distinct and look 'new' in the consumer world. Thus, creating a sale or market advantage for the producer. Product expansion requires creativity, and innovativeness to achieve uniqueness. This strategy is aimed at standing out within its competitive market, to retain and attract its customers and potential customers respectively. A typical example is the Apple Company, which introduced fingerprint and facial recognition on a smartphone. This gave them a competitive edge over almost all phone companies, as consumers or users turn to prefer iPhones over other phones, for security reasons.

The strategic partnership is also a business development strategy where brands partner with other brands to have a competitive edge in their respective markets. This mostly happens among upcoming and smaller-scale businesses, or even with start-ups. This helps in preventing the collapse of the business. Before business organizations decide to merge or partner, their management would have analyzed its financial performance, employee performance, production rate, and many other economic factors, to know whether or not to merge. Thus, management, under organizational structure plays a pivotal role in strategic partnership decisions. The strategy helps improves product quality, increase and improve creativity or

innovation, as skilled employees from the partnering businesses end up coming together to form a formidable team and business organization. Examples of global partnerships are Louis Vuitton & BMW, Spotify & Uber. In Nigeria and other West African countries, there exist many partnerships, among businesses of different sectors, including oil companies, mobile networking companies, and so forth. A typical example in Nigeria's oil sector is the partnership between Fostering Harmonious Oil Company, and Ethic Host Community, in the Niger Delta ([partnershipbrokers.org](http://partnershipbrokers.org)).

On the other hand, when business organizations do not want any distraction from any strong or upcoming competitor, the only solution to their problem, or likely threat, is to buy the other business or organization and then merge them into their organization. It mostly happens between start-ups and bigger or already established organizations. This brings about new skills acquisition and addition and introduced patterns and creativity from those who have joined and their management. This process is termed Acquisition.

Networking is also an effective business development strategy, where business management and its employees create or establish a friendly relationship and union with management and employees of other business organizations, and not only with business organizations, but also with consumers, target markets, and potential customers (Kilduff, M. 2019). This gives business organizations a forefront insight into their consumers, target market, competitors, and so forth. With networking, skills are shared, competent employees are employed, and ideas are generated and shared among business organizations. Networking gives birth to partnerships and outsourcing activities or practices, as there is an already established bond among these organizations and their management, who may likely have similar goals, as well as organizational structures.

Last but not least the business development strategy is an advertisement. This is one of the primarily most important business development strategies in modern-day business growth. There are some brands that need just a little or no

advertisement, as they have existed for decades, and their products have reached almost all parts of the earth, thereby, dominating their 'circle' or sector of industry. Like Coca-Cola, NIKE, ADIDAS, and so forth. Start-ups and developing business organizations do need advertisement to reach a certain standard, to have sustained economic strength and recognition within the international market. Advertisement helps business organizations to have their products reach the world, and have it tainted on the minds of consumers. A well-programmed or styled advert even could convince an individual to buy a product of any relevance to him or her. That is, sometimes, consumers tend to buy goods they do not need, but just as a result of their love or connection they found from the advert. Thus, advertisement is a key part of business development. It is also important to note that advertisement work with packaging. If a business spends millions on advertisement and the product itself does not look appealing, or attractive, advertisement is of no relevance. Advertisement is the tool to help consumers and target market recognize and accept the existence of a product, but when the packaging of the product is not up to the standard or expectation of consumers and target market, sales will continue to remain on a low, and business development will be curtailed. It is therefore important for business organizations to pay attention to not advertisement, but product packaging as well.

Not all strategies laid down to develop businesses are effective or have the same impact on businesses and among businesses. They turn do differ in results, based on the industry or market applied, political factors, geographical location, or proximity effect. Some strategies may work in and within European markets, but not in Asia or African markets, probably as a result of government policies, trade union policies, and other economic factors which constitutes the European markets. Thus, there always should be the need for organizational managerial structures to perform their respective roles and tasks, balance business activities, and well-analyze every activity and decision taken within the organization, to prevent loss of capital, and waste of resources, and also prevent a reduced business lifespan. With a formidable

organizational structure, coupled with competent employees, business success and development are guaranteed.

It is therefore key to look at some business attributes or features and their relevance to business development.

**Table 1.1 Business attributes, definitions, and importance**

<b><i>Business attributes</i></b>	<b><i>Definition and importance</i></b>
Business strategy	This refers to all the strategic decisions, plans, and aims that are put in place by business organizations in order to achieve the set goals and vision of the business organization. These strategies serve as a guide for the business organization, to know whom, when, what, and how to maximize profit and have a competitive edge in the market of operation, using the available resources.
Business structure	This in simple terms means the entirety of a business organization. The hierarchical arrangement of the business organization, from management to employees, the job descriptions and specifications, and any other visible structure within the organization. This helps business activities to move clearly and very transparent, as each office knows its duty or job description, helping the business organization's activities move smoothly towards achieving a common goal.
Business culture	This refers to the beliefs, ideologies, and behavioral patterns expected to be portrayed by individuals within a business organization. This literally creates the identity of an organization, as consumers, potential customers, and target market identify employees to their brands. With business culture, employee confidence is boosted, behavior and attitude at the workplace are highly monitored and controlled, and friendliness and communication skills are developed, among employees towards customers and fellow employees.
Business process	This is an accumulation of daily activities, and tasks, performed and to be performed within business organizations. So business processes ensure the implementation of business strategies on a daily basis through various departments within the business organization. It is very essential, as through business processes, the goals, aims, and vision of a business organization are achieved.
Internal business communication	This simply talks about the inside or internal relationship coexisting between employees and management. This relation is very key to business growth, as a positive relation or communication ensures a harmonious working environment, ensures a smooth flow of business activities, and also, transparency and clarity of business. This helps improve and increase production.

Source: composed by the author on the basis of (Cleverism 2019)

These aforementioned and defined characteristics and features, when well-understood and applied by business organizations, through their respective structures, business success, employee happiness and commitment, and environmental harmony are assured, thereby increasing production effectiveness, as

well as business expansion, and profit generation. In a nutshell, it could be agreed that stability and the efficacy of a business organization are dependent on the business or organizational structures laid down to run business activities and strategies.

There is also the need to know other basic business and market elements or key metrics which guide businesses along the line. They include market power, market share, and business affiliations.

Market power, as the name implies, means having power in the market of operation. That is a business organization's ability to dominate its industry and market of sale, literally becoming a monopoly, with the ability to have a significant influence on business operations, prices, and activities. Businesses tend to have market power when they are already globally established, recognized, and accepted brands, who have a greater influence in the business world, and control price modifications. Companies like Coca-Cola, Nike, ADIDAS, and many other big brands do have market power.

Market share also talks about the amount or volume of goods sold by a business organization, compared to the entirety of goods sold at the market. So market share focuses on the ratio of goods sold by a particular organization within its market of operation. So in further explanation, for example, if the total volume of goods sold in a particular market is 20,000\$, and Company A has a market share of 10%, it means the market value or share of Company A is 2,000\$.

Business affiliations also could be referred to as business networking, as initially talked about, it is all about forming cliques and allies with other businesses, employees, and international organizations, to help improve business strategies, create awareness, improve creativity and expansion, generate partnership opportunities and so forth ( Paz, A. 2019).

Also, there are many bases in business development across different departments, which contribute or play primarily a key significant role in business

development. This includes marketing, product management, sales, project management, vendor management, cost saving, and negotiations.

Marketing is any business art or activities of advertising, selling goods and services, and also promoting products. Marketing plays a significant role in business development, as it helps sell products and projects to consumers, and target markets. Through marketing, cost-effectiveness is achieved, technological advancement and social media involvement are increased or improved.

Product management is also very key to business development, the means, of paying key attention to the final outlook, and supply chain of the product. That is, how the product is packaged, the supply chain process before it gets to the final consumer or customer. It also aims at meeting the standard and market requirements on the global market, promote sales, and also sell the international market to the global world ([www.iedunote.com/](http://www.iedunote.com/) Management process 2019)

Similar to product management, project management entails the application of methods, skills, ideas, experience, and other resources to meet project demands. A project manager makes sure to organize and execute projects to their final closure ([www.iedunote.com/](http://www.iedunote.com/) Management process 2019)

Vendor management entails a focus on the supply chain for sales. That is, describing the process business organizations use to manage their supplies to control costs and speed up the delivery process with a less cost margin. Thus, good communication and coordination between businesses and their vendors yield excellent results. It seems a bit complicated in process, but it is worth it when set up well, and running well. Vendor management involves a series of processes to make it more competitive for business benefit. It includes Assessing the vendor, Establishing goals, Negotiating a contract, Onboarding the vendor, Monitoring their performance, Communicating regularly, and then Rewarding their performance. This puts checks and balances between business management and its vendors ([www.investopedia.com](http://www.investopedia.com)).



Cost saving is also a key factor or basis for business development. It is always not about focusing on making or producing products, increasing sales, and expanding business, but also looking at cost-saving approaches to reduce costs in producing goods and services. Cost savings include more involvement of vendors, and putting more into supply chain management. That is, dealing more with suppliers, retailers, wholesalers, and so forth. This helps reduce production costs, as there is an established relationship between business organizations and their suppliers, retailers, wholesalers, and so forth ([www.investopedia.com](http://www.investopedia.com)).

Last but not least is negotiations. This could also be said as lobbying or always looking for the cheapest but most profitable opportunities and avenues. Negotiations also involved networking. Once networking is established, negotiations become easy, as there is an already established relationship among businesses, vendors, suppliers, and other key metrics to product productions ([www.investopedia.com](http://www.investopedia.com)).

Having established the basis of the relevance of organizational structure in business development, we then look at the role of organizational structure. They include efficiency management, decision-making, communication, encouraging efficiency, optimum use of resources, a grouping of activities, and many others.

Efficiency management is a key role in organizational structure. This is the process of maximizing efficient resources to produce a larger quantity of goods. It involves adequately allocating resources to departments, employing competent employees, based on their skills, and making sure they work according to their job description and specification. This will ensure no waste of resources, and no over or under-staffing, as every employee has a particular job specification and description to work with. Once efficiency is ensured and encouraged, resources are well or effectively utilized, promoting production and profit-making, thereby, reducing the cost of labor and production or expenses. Optimizing resources always helps to improve business performance, meet market demands and standards, and most importantly, better meet customer's demands and expectations. Once resources are well optimized, production is increased, customers are satisfied, and any other

business expectations are met, automatically, business development is attained. Most important to note, resource optimization all falls on the organizational structure, making sure resources are well shared and allocated, for business operations to be effectively undertaken. Thus, without the existence of a well-established organizational structure, resource optimization will not be achieved, and thereby, business development is curtailed.

Similar to ensuring efficiency is the optimal use of resources. That means, utilizing the available resources to produce significant results. Thus, trying every possible means to ensure zero error margin.

Communication is also a significant role of organizational structure in business development. It is a great tool for retaining customers, and attracting new clients, especially in the target market. Business organizations use its structures for communication purposes, to relay information to various departments and units within the business organization. Through organizational structure, communication is made easy, and goals and strategic ideologies are well delivered to everyone within the business organization. This helps with business development.

Organizational structure also helps with decision-making, as it is one of its key roles. Through its various managerial levels, top-level management can take key beneficial decisions, as well as delegate powers to subordinates (middle and lower-level management). This helps in quicker decision making, as lesser authorities can take some decisions at the workplace, helping in the easy flow of business activities, as well as improving employee commitment and job satisfaction, as through decision making, they turn to feel a sense of trust and belonging.

Talking about grouping of activities, being a role of organizational structure, as aforementioned, various levels of management perform their significant roles within the business organization, with the sole aim of making sure that various units or departments are playing significant roles within the business organization to yield positive results within the organization. That is, top management is always expectant of information from middle management, as they also await progress reports from

lower management. Now here, it is the responsibility of low-level management to ensure that business strategies and activities are initiated, or executed, and with that, there is a grouping of activities among various departments, units, teams, within and among employees. This allocation of tasks in groups ensures quicker business activity and processing, a more healthy competitive working environment, as every group or team wants to excel among the others, and many other benefits it comes with. Grouping activities also help with transparency or clarity at the workplace, as employees become clear with their job description and specification, as well as learn more about the goals of the organization, making its attainment the main focal point at the workplace.

Organizational structure is the tool or vessel for attaining business development. Creative ideas, vision, goals, and plans of a business organization cannot become fruitful if the organizational structure is not efficient or not executing the responsibilities it has to. Therefore, it should be a primary aim of every business or company to pay more attention to its organizational structure, to develop and become more and more sustainable.

## **CHAPTER 2. STUDY OF ‘COCA-COLA COMPANY’ ORGANIZATIONAL MANAGEMENT STRUCTURE**

### **2.1 History and KPI of Coca-Cola Company**

Within the beverage industry, Coca-Cola, commonly known in West Africa as Coke is one of, if not the biggest, beverage industry in the world. John Pemberton, an American descent, who was a pharmacist, gave birth to Coca-Cola, originally patented as a medicine in 1885. As Pemberton did not foresee the future uprise or global expansion of Coca-Cola, he sold shares of the company to other interested businessmen, particularly Asa Candler, who bought the maximum shares and rights. He later made the company an overall beverage company. Two critical products believed to have given birth to the name Coca-Cola are coca leaf and kola nut.

Regarding advertisement and marketing in the beverage industry, Coca-Cola is attributed to being the first to have begun global advertisement and marketing, having been the leading brand sponsor of the 1928 Olympic Games in Amsterdam, Holland.

Coca-Cola became a public commodity in 1960 after being only given to the armed forces during World War II. Since its global expansion, Coca-Cola has contributed immensely to sustainability worldwide in areas like gender equality, agriculture, community and workplace development, and many others.

Regarding gender equality concerning sustainable development, Coca-Cola has, since its early days, encouraged and promoted gender equality. It had a female board member (Lettie Pate Evans) as early as 1935, and currently, out of the twelve are six females on the board membership table; a substantial claim and institution of equality within the organization, thereby sending a louder and a clearer picture to the general public. These prestigious ladies are; Ana Botin, Executive Chair, Banco Santander, S.A. Carolyn Everson, Advisor/Active Angel Investor. Helene D. Gayle, President, Spelman College. Alexis Herman, Chair and Chief Executive Officer New Ventures LLC. "Maria Elena Lagomasino, Chief Executive Officer and Managing Partner, WE Family Offices, and then Caroline Tsay, Advisor of Tech Companies/Limited Partner of Venture Capital Funds." (investors. coca-cola company)

On the current executive leadership board of Coca-Cola Company Limited, there have fifteen females. Nancy Quan, as Senior Vice President and Chief Technical and Innovation Officer; Beatriz Perez, as "Senior Vice President and Chief Communications, Sustainability, and Strategic Partnerships Officer; Jennifer Mann, previously held this position; and then lastly, Lisa Chang, currently the Global Chief People Officer. Stacy Apter, Vice President, Corporate Treasurer; Monica Howard Douglas, Senior Vice President and General Counsel; Matrona Filippou, President, Hydration, Sports, Coffee, and Tea Category. Claudia Lorenzo, President, ASEAN, South Pacific; Kathy Loveless, Vice President, and Controller.

Saadia Madsbjerg, Vice President, Global Community Affairs. Jennifer Mann, Senior Vice President and President of Global Ventures. Jennifer Manning Associate General Counsel, Corporate Secretary, Mergers & Acquisitions and Eurasia/Middle East and Africa Operating Units. Robin Moore, Vice President, Services Operations. Marie Quintero-Johnson, Vice President and Head of Corporate Development; Lucy Reid, Vice President, Strategic Ingredient Supply. Christina Ruggiero, President, Nutrition, Juice, Dairy, and Plant Category. Sedef Salingan Sahin, President, Eurasia & Middle East, Evguenia Stoichkova, President, Eurasia & Middle East. Jasmin Vinculado, President of the Sparkling Flavors Category, and lastly, Ashna Zaheer, Assistant Corporate Secretary & Senior Legal Counsel, Head of Securities and Capital Markets.

Offices held by these prestigious ladies/women are of significant influence or impact on the development of Coca-Cola on the global stage/level. They are typically handling the global marketing and technical sectors of the organization. Beatriz Perez, as the Chief Marketing Assets Officer, is in charge of the overall company's entertainment and sports assets, additionally, the partnership with FIFA and the entire Olympics board or organizers. This shows how diligent, committed, meticulous, and transparent her work is for the board members to entrust her with such a massive task since this partnership is of great importance to the organization or company, contributing to its global growth and success.

Another contribution to promoting gender equality was the introduction of '5by20'. An initiative aimed at enabling the economic facilitation or empowerment of about five million women entrepreneurs in the world, thereby providing access to business skills development programs, networking opportunities, and financial support and services. This, in a nutshell, is with the view of pushing women to a higher and more competitive level in the international business environment and positions.

The environmental sustainability contribution of the organization was also made manifest when the organization, in the year 1984, founded a foundation, giving

one percent of its annual operating income to society, channeling it more to producing consumable water, women's business development, and the general well-being of individuals across the globe. An HIV/AIDS foundation was also established in 2001 solely to prevent the spread of the virus and help treat the infected individuals. Also, in 2007, Coca-Cola formed a partnership with Worldwide Fund for Nature (WWF) to tackle issues concerning freshwater conservation, and this was different from the water issue dealt with by the one percent giving back to society by Coca-Cola, as aforementioned.

In the quest to reduce or prevent the emission of carbon and fossil fuels and fumes, Coca-Cola introduced the first ever recyclable plastic bottles in 2009, known as the PlantBottle packaging. This a non-plastic bottle made of thirty percent plants. In 2015, Coca-Cola began producing bottles made entirely of plant materials. This has helped reduce the emission of these unwanted and unhealthy gases in our domestic environment, especially those produced by plastics. With more zeal and an urge to eradicate the emission of these unwanted gases, Coca-Cola, in 2020, partnered with a Danish organization, Pabico, to develop bottles made solely of paper. That is a one-hundred percent paper bottle. This bottle is safer for the environment, easily disposable and recyclable, and healthier without any known side effects related to its production, as it is not known to produce any gases during production.

Coca-Cola currently sits at the top position among all other soft drinks worldwide, boasting of owning four of the top five global non-alcoholic beverages: Coca-Cola, Fanta, Sprite, and Diet Coke. The company boasts of owning over five hundred beverage brands in over two hundred countries and borders, and with over four thousand seven hundred products across the globe, practically with its operational activities in North and Latin America, Europe, the Middle East, Africa, and Asia Pacific.

Talking about its form of ownership, the company has a hybrid form of ownership, namely, Public shareholding and Institutional shareholding, and has

thousands of shareholders. The current Chief Executive Officer of Coca-Cola is in the person of James Quincey, with an entourage of an eleven-member executive board.

As the world continues to evolve, we experience a high level of globalization; due to this reason, every organization would want to have a continuous presence or dominance in the market above all competitors as they tend to bring into light new products and brands as well as strategies to threaten coca-cola. This brings about the company's (Coca-Cola) mission to thrive as a business for the next decade and beyond. The company is looking deep into the future, considering the trend and forces that will build its business rapidly in preparation for the upcoming. That is the insight of the company's 2020 vision to bring to light a long-term destination for the business and provide it with a "Roadmap" for winning together with bottling partners.

#### Mission:

"Our Roadmap starts with our mission, which is enduring it. It declares our purpose as a company and serves as a standard against which we weigh our actions and decisions to refresh the world, create values and make a difference, and inspire moments of optimism and happiness."

The word "Roadmap," often used by Coca-Cola, indicates that its mission statement is positive and promising because they are saying a future awaits. Their mission is a standard to which they birth values and make a difference in communities too poor to afford necessities. So Coca-Cola decided to fund these communities and, in return, create a new place to generate profits (The Coca-Cola Company, 2014).

#### Vision:

"Our vision serves as the framework for our Roadmap and guides every aspect of our business by describing what we need to accomplish to continue achieving sustainable quality growth."

The ultimate vision of Coca-Cola is to pursue the brand and its products that people love, to refresh them, and create a more sustainable business and better future for a changed world, making it a 'beverage for life.' In addition, they hope to be a responsible organization, making a difference by helping build sustainable communities, Where its employees are satisfied and committed to giving their maximum best. They look to satisfy consumers' desires and needs by producing quality beverage brands, Hence being an effective and fast-moving organization with a winning mentality and culture" (The Coca-Cola Company, 2014).

#### Objectives:

The principal objective of the Coca-Cola Company is to be known globally as an enterprise that conducts business responsibly and ethically and to increase sustainable growth to function in tomorrow's market. These objectives form the basis for companies in the decision-making process. (The Coca-Cola Company, 2014). With an objective as such, the Company(Coca-Cola) can strive to Inspire creativity, optimism, and passion also Focusing primarily on the needs of customers and partners Through the market, get feedback from consumers, and upgrade products to meet their demands

#### Strategy:

The Coca-Cola company targets global recognition; they achieve this by aiming at different areas of the world with various products, establishing their brand name and popularity. All bottling partners work in close cooperation with their customers, such as convenience stores, grocery stores, cinemas, and street vendors, to build and put into action localized strategies developed. This sums up as the company is currently in existence in over two hundred countries (Worldwide access), sold in packages of various sizes, with different ingredients (Customer demands and networking), and at affordable prices (Affordable pricing)-(The Coca-Cola Company, 2014).

#### Values:

Coca-Cola's values serve as a driving force for its action and demonstrate how it is seen in the world. The name of this conceptual framework is called "The Winning



Culture," and it consists of the following factors, as they are listed on their webpage under "our values": Integrity, Leadership, Passion, Accountability, Diversity, Quality, and Collaboration. With these indicators, Coca-Cola has demonstrated and believes 100% in its products and knows that the way to continue its high productivity is by sticking to the system of values that define its organizational culture.

The Coca-Cola company promotes itself, showing a remarkable tendency to want to connect in more ways through quality rather than through publicity alone. Coca-Cola shows that it is fulfilling its worldwide role as a unifier and an icon of "happiness." Overall, what makes Coca-Cola stand out is its strong brand and reputation, commitment to innovation and sustainability, and ability to adapt to changing consumer preferences and market conditions while staying true to its core values and purpose.

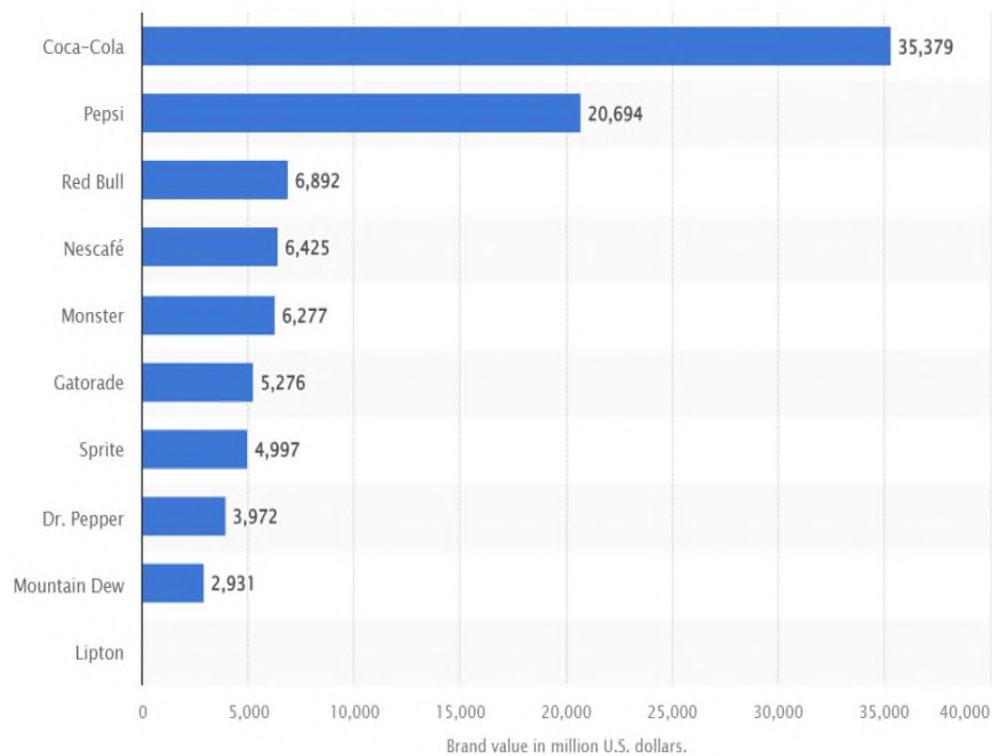


Figure 1. Brand value of the most valuable non-alcoholic beverage brands worldwide as of 2022

Sources: (Coca-Cola: Brand Value 2022 | Statista, 2023)

And so, as it appears in the diagram above, Coca-Cola Company tops the chart of the most valuable non-alcohol beverage brand worldwide, with a value of 35,379 million dollars, and then followed by obviously PepsiCo. This shows and proves that Coca-Cola Company is the most sort-after beverage brand in the whole world, with the largest popularity, and influence over its competitors, and among its industry or sector.

## Coca-Cola's brand value from 2006 to 2022

(in billion U.S. dollars)

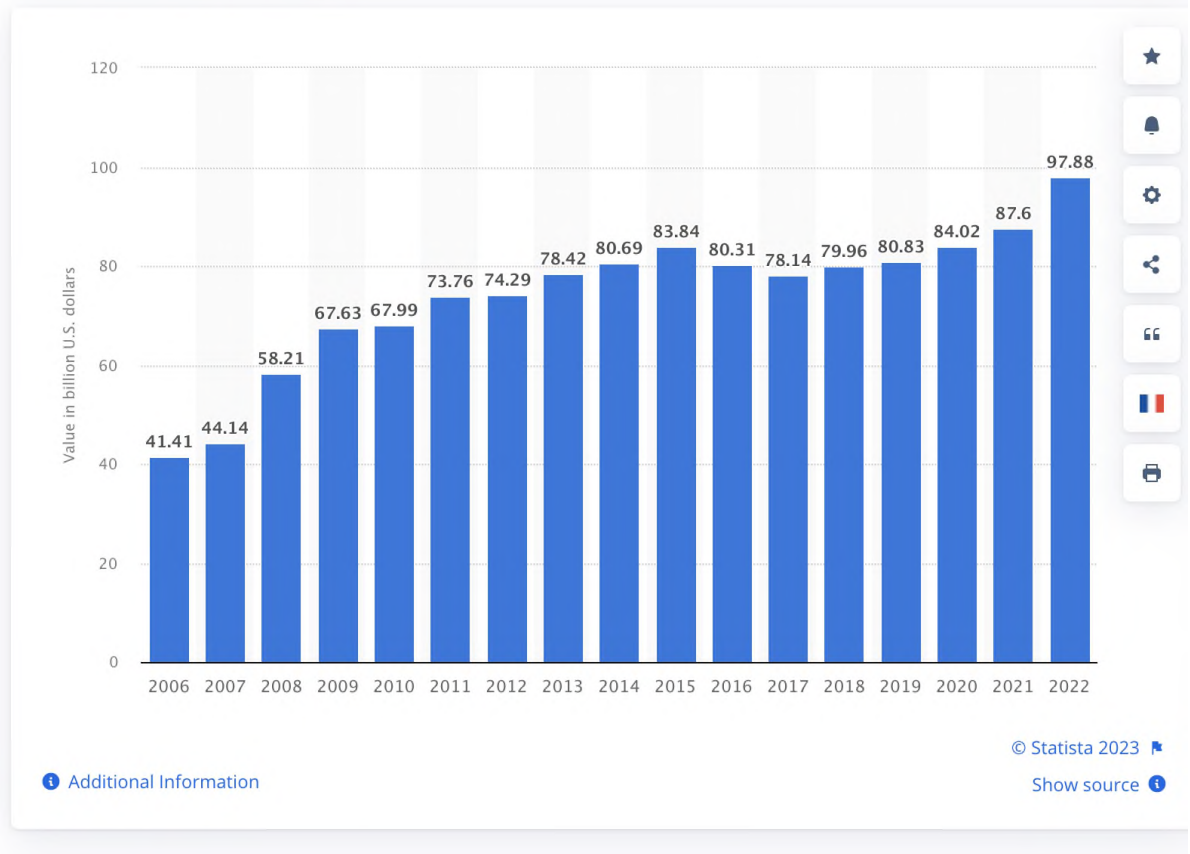


Figure 1. Coca-Cola's brand value from 2006 to 2022, in billion U.S. dollars

Sources: (Coca-Cola: Brand Value 2022 | Statista, 2023)

From 2006 to 2022, Coca-Cola has consistently demonstrated a strong and resilient brand value. The company's brand value has remained significant over this period, solidifying its position as one of the most recognizable and valuable brands globally.

Coca-Cola's brand value is a testament to its successful marketing strategies, iconic branding, and consistent delivery of quality products. The company has effectively leveraged its heritage, tradition, and emotional connection with consumers to maintain its brand appeal and relevance.

Throughout this timeframe, Coca-Cola has faced various challenges, including shifts in consumer preferences towards healthier options and increased competition in the beverage industry. However, the company has adapted and evolved to meet changing consumer demands while staying true to its core brand identity.

Coca-Cola's brand value has been fueled by its extensive global presence and ability to connect with diverse markets and cultures. The company has demonstrated a strong commitment to social responsibility, sustainability initiatives, and community engagement, which has further enhanced its brand reputation.

Furthermore, Coca-Cola has embraced digital transformation and effectively utilized social media and digital marketing platforms to engage with consumers and create personalized experiences. This has contributed to the brand's continued relevance and appeal, particularly among younger generations.

In conclusion, from 2006 to 2022, Coca-Cola has maintained a robust brand value, showcasing its ability to adapt, innovate, and resonate with consumers. The company's enduring brand strength is a result of its consistent brand messaging, global reach, strategic marketing efforts, and responsiveness to changing consumer preferences. Coca-Cola's brand value is expected to continue to flourish as the company evolves to meet the demands of a dynamic and competitive market.

## **2.2 Geographical structure of Coca-Cola Company**

Limited has a well-stratified geographical and organizational structure which helps in the smooth running of the organization, both in the internal and external terrain.

Coca-Cola Company Limited's geographical structure is made of four operating divisions around the globe, namely, Europe, Latin American, Asia Pacific, and North America.

North America has the least number of consumers, with over 320 million consumers, followed by Latin America with 520 million consumers, then 2 billion

from Europe, the Middle East & Africa, and then 3.3 billion, as the largest consumers from Asia Pacific continent.

Coca-Cola Company Limited is one of the world's biggest, if not the biggest, beverage brands. The company has been highly recognized, acknowledged, and accepted worldwide for years, as it supports women startups and contributes to sustainable development by contributing to water conservation, education, and many more.

As an international networking organization with a humanitarian agenda, Coca-Cola Company Limited partners with other non-governmental organizations to provide sustainable and humanitarian assistance to handicaps, destructed areas, communities, and victims of natural and artificial disasters. Remarkably, Red Cross Organizations, Coca-Cola Company Limited, has collaborated and partnered with them to make their humanitarian service and contribution possible and more effective. In its way, these humanitarian acts by Coca-Cola Company Limited have popularized the brand globally and expanded its operating territory. Coca-Cola and Red Cross' partnership has existed since 1917, helping improve sustainable development around the globe. This partnership has helped improve society and as well promoted the Coca-Cola brand.

Regarding water conservation, Coca-Cola Company Limited, through a partnership with the United Nations Global Company Water Resilience Coalition and WaterAid, has supplied and provided more than eleven (11) million people with clean and healthy water for over a decade. The partnership has reported that by the year 2050, there will be water shortage and loss worldwide, and countries and certain areas will live under duress. It is a reason for the urge and zeal of Coca-Cola to partner with other humanitarian organizations to provide and solve environmental issues worth dealing with.

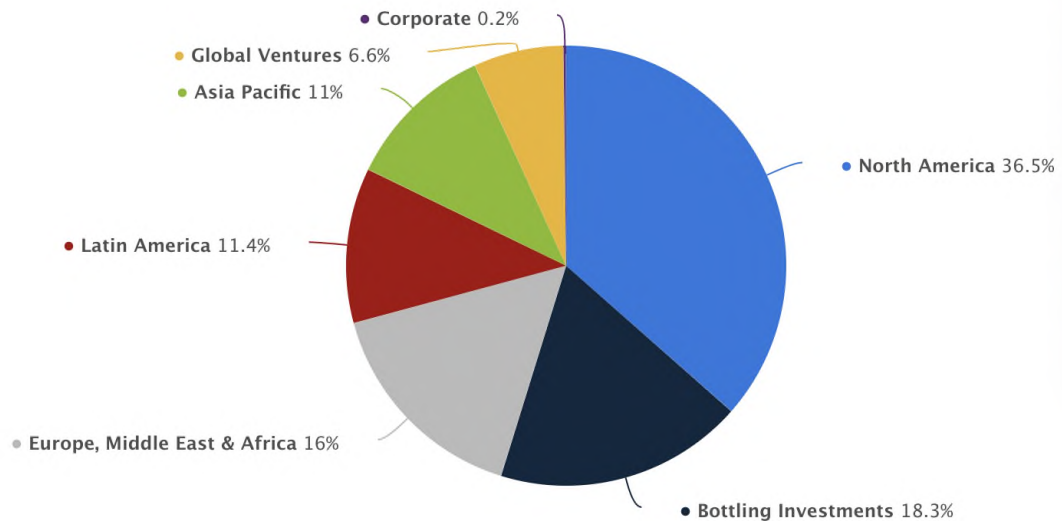


Figure 3. Revenue distribution share of the Coca-Cola company worldwide in 2021, by operating segments

The diagram above talks about the total revenue share with Coca-Cola Company on the continental and divisional levels. Thus, on the continental level, North America has the most significant shares, valued at 36.5%, and the others, respectively.

The geographical structure of the Coca-Cola Company has played a significant role in its global success and market leadership. Over the years, the company has developed a well-established and effective geographic structure that has contributed to its expansion and penetration into diverse markets worldwide.

Coca-Cola's geographical structure is characterized by a decentralized approach, allowing for local adaptation and responsiveness to regional preferences and market dynamics. The company operates through a network of bottling partners and subsidiaries, enabling it to establish a strong local presence and distribution channels in different countries and regions.

This decentralized structure has allowed Coca-Cola to tailor its products, marketing strategies, and operations to meet the unique needs and preferences of

consumers in various geographic markets. By understanding and respecting local cultures, the company has been able to build strong brand loyalty and gain a competitive advantage.

Moreover, Coca-Cola's geographical structure has facilitated efficient supply chain management, ensuring the availability and freshness of its products across different regions. Local production and bottling facilities have enabled the company to reduce transportation costs, maintain product quality, and respond quickly to market demands.

The geographical structure has also provided Coca-Cola with the flexibility to navigate regulatory and economic challenges specific to each region. By adapting to local regulations and market conditions, the company has successfully overcome barriers and established long-standing relationships with governments, suppliers, and distributors.

In conclusion, Coca-Cola's geographical structure has been instrumental in its global success. The decentralized approach, coupled with local adaptation and distribution, has allowed the company to thrive in diverse markets. By tailoring its strategies and operations to specific regions, Coca-Cola has created strong brand connections, achieved operational efficiency, and effectively addressed local challenges. This geographic structure continues to be a key driver of the company's growth and expansion worldwide.

### **2.3 Product-based structure of Coca-Cola Company**

A product-based structure is a type of organizational structure where departments are organized around specific products or product lines. Each product category has its dedicated team responsible for developing, marketing, and distributing products.

The product-based structure of Coca-Cola is reflected in its organizational chart, where each product category has its dedicated team responsible for the

development, marketing, and distribution of products. The organizational chart is divided into three main categories:

1. Sparkling soft drinks: This category includes Coca-Cola, Diet Coke, Sprite, Fanta, and other sparkling soft drink brands.
2. Juice, dairy, and plant-based beverages: This category includes Minute Maid, Simply, Fairlife, and other juice, dairy, and plant-based beverage brands.
3. Hydration, sports, coffee, and tea: This category includes Dasani, Powerade, Honest Tea, and other hydration, sports, coffee, and tea brands.

The teams responsible for these categories are independently in charge of developing, marketing and distributing these products.

#### Benefits of Product-Based Structure:

The product-based structure of Coca-Cola has several benefits, including:

1. Efficient resource allocation: Each product category has its dedicated team responsible for developing, marketing, and distributing products. This ensures that resources are allocated efficiently, and each team can focus on the specific needs of its product category.
2. Faster decision-making: There is faster decision-making since each team is responsible for its products. As a result, the company can respond quickly to market changes, customer needs, and new product opportunities.
3. Specialization: Employees can specialize in specific product categories, enhancing their expertise and knowledge. This leads to the company having a skilled workforce that can develop, market, and distribute products effectively.
4. Flexibility: The company can experience some form of flexibility and adaptability to changing market conditions. If a product category is not performing well, changes are easily and quickly made to improve its performance.

#### Limitations of Product-Based Structure:



1. Limited collaboration: Collaboration between teams is quite limited due to the nature of the structure. Segmenting teams and having little interaction between both could result in duplicated efforts and inefficient use of resources. For example, the team responsible for sparkling soft drinks may develop a marketing campaign that conflicts with the team responsible for hydration, sports, coffee, and tea.
2. Silos: There is the potential creation of silos where each team focuses solely on its product category, leading to a lack of coordination across the organization. This lack of coordination can result in missed opportunities, duplicated efforts, and inefficiencies.
3. Conflicts of interest: Conflicts of interest could arise where each team focuses on its product category, leading to a lack of coordination across the organization. For example, the team responsible for sparkling soft drinks may want to prioritize developing and marketing its products over other categories.

The product-based structure has had a significant impact on achieving Coca-Cola's goals, including:

1. Innovation: Coca-Cola has been able to develop new products and expand its portfolio. This structure has allowed the company to be more innovative, respond quickly to market changes, and introduce new products that meet customer needs.
2. Market expansion: Coca-Cola continuously expands into new markets and product categories. This structure has ensured that the company has teams responsible for developing, marketing, and distributing products in new markets and categories.
3. Brand recognition: The product-based structure enables Coca-Cola to enhance brand recognition by developing and marketing products under well-known brands, such as Coca-Cola.

With interest to know the impact of organizational structure on business development, we delve into the financial statement and metrics of Coca-Cola

Company, between the years 2012 to 2022, and the other key financial metrics of Coca-Cola Company, which also helps in the analytical explanation of the impact of organizational structure on business development.

Table 2. Coca-Cola company's financial statement (2012-2022)

DATA	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Revenue</b>	<b>48,017</b>	<b>46,857</b>	<b>\$45,998</b>	<b>\$44,294</b>	<b>\$41,863</b>	<b>36,212</b>	<b>34,300</b>	<b>37,266</b>	<b>33,014</b>	<b>38,655</b>	<b>43,004</b>
Cost of Goods sold	19,053	18,421	17,889	17,482	16,465	13,721	13,067	14,619	13,433	15,357	18,000
<b>Gross Profit</b>	<b>\$28,964</b>	<b>\$28,433</b>	<b>\$28,109</b>	<b>\$26,812</b>	<b>\$25,398</b>	<b>\$22,491</b>	<b>\$21,233</b>	<b>\$22,647</b>	<b>\$19,581</b>	<b>\$23,298</b>	<b>\$25,004</b>
<i>SG&amp;A Expenses</i>	<i>\$17,738</i>	<i>\$17,310</i>	<i>\$17,218</i>	<i>\$16,427</i>	<i>\$15,370</i>	<i>\$12,834</i>	<i>\$11,002</i>	<i>\$12,103</i>	<i>\$9,731</i>	<i>\$12,144</i>	<i>\$12,880</i>
<i>Other Operating Income or Expenses</i>	<i>\$-447</i>	<i>\$-895</i>	<i>\$-1,183</i>	<i>\$-1,657</i>	<i>\$-1,371</i>	<i>\$-1,902</i>	<i>\$-1,079</i>	<i>\$-458</i>	<i>\$-853</i>	<i>\$-846</i>	<i>\$-1,215</i>
<b>Operating expenses</b>	<b>\$18,185</b>	<b>\$18,205</b>	<b>\$18,401</b>	<b>\$18,084</b>	<b>\$16,741</b>	<b>\$14,736</b>	<b>\$12,081</b>	<b>\$12,561</b>	<b>\$10,584</b>	<b>\$12,990</b>	<b>\$14,095</b>
<b>Operating Income</b>	<b>\$10,799</b>	<b>\$10,228</b>	<b>\$9,708</b>	<b>\$8,728</b>	<b>\$8,657</b>	<b>\$7,755</b>	<b>\$9,152</b>	<b>\$10,086</b>	<b>\$8,997</b>	<b>\$10,308</b>	<b>\$10,909</b>
Total Non-Operating Income/Expense	\$1,030	\$1,249	\$-383	\$877	\$-521	\$-865	\$-927	\$700	\$752	\$2,117	\$7,77
<b>Pre-Tax Income</b>	<b>\$11,809</b>	<b>\$11,477</b>	<b>\$9,325</b>	<b>\$9,605</b>	<b>\$8,136</b>	<b>\$6,890</b>	<b>\$8,225</b>	<b>\$10,786</b>	<b>\$9,749</b>	<b>\$12,425</b>	<b>\$11,686</b>
<i>Income Taxes</i>	<i>\$2,723</i>	<i>\$2,852</i>	<i>\$2,201</i>	<i>\$2,239</i>	<i>\$1,586</i>	<i>\$5,607</i>	<i>\$1,749</i>	<i>\$1,801</i>	<i>\$1,981</i>	<i>\$2,621</i>	<i>\$2,115</i>
<b>Income After Taxes</b>	<b>\$9,086</b>	<b>\$8,626</b>	<b>\$7,124</b>	<b>\$7,366</b>	<b>\$6,550</b>	<b>\$1,283</b>	<b>\$6,476</b>	<b>\$8,985</b>	<b>\$7,768</b>	<b>\$9,804</b>	<b>\$9,571</b>
<i>Income from cont. Operation</i>	<i>\$9,086</i>	<i>\$8,626</i>	<i>\$7,124</i>	<i>\$7,366</i>	<i>\$6,550</i>	<i>\$1,283</i>	<i>\$6,476</i>	<i>\$8,985</i>	<i>\$7,768</i>	<i>\$9,804</i>	<i>\$9,571</i>
<b>Net Income</b>	<b>\$9,019</b>	<b>\$8,584</b>	<b>\$7,098</b>	<b>\$7,351</b>	<b>\$6,527</b>	<b>\$1,248</b>	<b>\$6,434</b>	<b>\$8,920</b>	<b>\$7,747</b>	<b>\$9,771</b>	<b>\$9,542</b>

<i>EBITDA</i>	\$12,761	\$12,205	\$11,684	\$10,698	\$10,444	\$9,015	\$10,238	\$11,451	\$10,553	\$11,760	\$12,169
<i>EBIT</i>	\$10,779	\$10,228	\$9,708	\$8,728	\$8,657	\$7,755	\$9,152	\$10,086	\$8,997	\$10,308	\$10,909
<i>Basic share outstanding</i>	\$4,504	\$4,434	\$4,387	\$4,352	\$4,316	\$4,272	\$4,259	\$4,276	\$4,295	\$4,315	\$4,328
<i>Shares Outstanding</i>	\$4,854	\$4,509	\$4,450	\$4,405	\$4,367	\$4,324	\$4,299	\$4,314	\$4,323	\$4,340	\$4,350
<b>Basic EPS</b>	<b>\$2.00</b>	<b>\$1.94</b>	<b>\$1.62</b>	<b>\$1.69</b>	<b>\$1.51</b>	<b>\$0.29</b>	<b>\$1.51</b>	<b>\$2.09</b>	<b>\$1.80</b>	<b>\$2.26</b>	<b>\$2.20</b>
<b>Earnings per share</b>	<b>\$1.97</b>	<b>\$1.90</b>	<b>\$1.60</b>	<b>\$1.67</b>	<b>\$1.49</b>	<b>\$0.29</b>	<b>\$1.50</b>	<b>\$2.07</b>	<b>\$1.79</b>	<b>\$2.25</b>	<b>\$2.19</b>

In doing the analysis of the data above, we use a particular formula, in order to find the value and percentage differences between the years selected. That is, whether there is a positive or negative addition between the current and previous years. This formula is: value of a selected year minus the value of the immediate previous year before the selected year, again divided by the value of the immediate previous year, then multiplied by 100%. In numerical explanation for example, using year 2022 as the selected year:

$$\frac{(2022-2021)}{2021} * 100\%$$

This formula provides the percentile difference or value.

Thus, for example, in calculating the percentile difference in Revenue, between 2022 and 2021:

$$\frac{(2022-2021)}{2021} * 100\%$$

$$= \frac{(43,004 - 38,655)}{38,655} * 100\%$$

= **11.3%**. Therefore, Revenue increased in 2022 by **11.3%**, compared to Revenue recorded in 2021.

Had it been just a value difference needed, then we just could have subtracted value for year 2021 from value year 2022. So, that would have been (2022-2021). That is, 43,004\$ - 38,655\$= 4,349\$.

This still shows an increment in the difference in Revenue, between 2022 and 2021. Thus, the value and percentile difference in always going to go same direction, either positive or negative.

In other key metrics in the table above, like Gross profit, between 2022 and 2021, Coca-Cola Company's Gross Profit increased by 7.3%, a positive/improvement for the organization, and whereas there is an increase in the overall profit, it means there is definitely an expansion, or increase in production. Thus, operating expenses also increased in 2022, by 8.5%. Same formula will generate and explain remaining metrics, whether positive or negative results were achieved in selected years specifically.

Below is the final results percentile calculation for all the metrics on the financial statement of Coca-Cola Company, between 2021 and 2022.

Table 3. Percentile calculation for financial statement metrics of Coca-Cola Company, between 2021 and 2022

<b>DATA</b>	<b>2021</b>	<b>2022</b>	<b>Percentage %</b>
<b>Revenue</b>	<b>38,655</b>	<b>43,004</b>	<b>11.3</b>
Cost of Goods sold	15,357	18,000	<b>17.2</b>
<b>Gross Profit</b>	<b>\$23,298</b>	<b>\$25,004</b>	<b>7.3</b>
<i>SG&amp;A Expenses</i>	<i>\$12,144</i>	<i>\$12,880</i>	<b>6.0</b>
<i>Other Operating Income or Expenses</i>	<i>\$-846</i>	<i>\$-1,215</i>	<b>43.6</b>
<b><i>Operating expenses</i></b>	<b><i>\$12,990</i></b>	<b><i>\$14,095</i></b>	<b>8.5</b>
<b>Operating Income</b>	<b>\$10,308</b>	<b>\$10,909</b>	<b>5.8</b>
Total Non-Operating Income/Expense	\$2,117	\$7,77	<b>-63.3</b>
<b>Pre-Tax Income</b>	<b>\$12,425</b>	<b>\$11,686</b>	<b>-5.9</b>
<i>Income Taxes</i>	<i>\$2,621</i>	<i>\$2,115</i>	<b>-19.3</b>

<b>Income After Taxes</b>	<b>\$9,804</b>	<b>\$9,571</b>	<b>-2.4</b>
<i>Income from cont. Operation</i>	<i>\$9,804</i>	<i>\$9,571</i>	<i>-2.4</i>
<b>Net Income</b>	<b>\$9,771</b>	<b>\$9,542</b>	<b>-2.3</b>
<i>EBITDA</i>	<i>\$11,760</i>	<i>\$12,169</i>	<i>3.5</i>
<i>EBIT</i>	<i>\$10,308</i>	<i>\$10,909</i>	<i>5.8</i>
<i>Basic share outstanding</i>	<i>\$4,315</i>	<i>\$4,328</i>	<i>0.3</i>
<i>Shares Outstanding</i>	<i>\$4,340</i>	<i>\$4,350</i>	<i>0.2</i>
<b>Basic EPS</b>	<b>\$2.26</b>	<b>\$2.20</b>	<b>-2.7</b>
<b>Earnings per share</b>	<b>\$2.25</b>	<b>\$2.19</b>	<b>-2.7</b>

Analyzing percentiles over time, such as comparing 2021 to 2022, can reveal trends and changes in performance. A positive shift in percentiles could indicate improvements, while a negative shift may warrant further investigation into underlying factors affecting financial performance.

The product-based structure of the Coca-Cola Company has played a significant role in its financial performance. By organizing its operations around distinct product lines, the company has been able to effectively manage its diverse portfolio and drive revenue growth.

Additionally, the product-based structure allows Coca-Cola to introduce and promote new products within its portfolio. By continuously innovating and expanding its offerings, the company has been able to cater to changing consumer preferences and capture market opportunities. This diversification has helped Coca-Cola mitigate risks associated with fluctuations in consumer demand for specific products.

Coca-Cola's financial performance has been positively influenced by its product-based structure. The company has consistently reported strong revenues, driven by the global popularity and market dominance of its brands. Moreover, the product-based structure has contributed to Coca-Cola's ability to optimize its cost structure and achieve economies of scale. By streamlining operations and sharing

resources across product lines, the company has been able to improve operational efficiency and enhance profitability.

In conclusion, the product-based structure of the Coca-Cola Company has played a crucial role in its financial performance. Through its focused approach to product categories, leveraging its flagship brand, diversifying its portfolio, and optimizing costs, Coca-Cola has achieved sustained revenue growth and profitability. The product-based structure has allowed the company to adapt to changing market conditions, meet consumer demands, and maintain its position as a leader in the beverage industry.

## 2.4 Function-based structure of Coca-Cola Company

Coca-Cola is segmented into four departments: Finance, Human Resources, Production, and Sales and Marketing. However, these previous departments report or are accountable to a higher authority, a board of directors, made of eleven members, also known as the executive management committee. This committee is chaired by James Quincey, and with the help of the other eleven members, they make strategic and critical decisions, both long-term and short-term, on how the organization should be run worldwide.

Now we look at the various departments of Coca-Cola Company Limited;

**Finance department:** As the name suggests, this department deals with pricing and manages cost-involving activities. That is any activity within the organization that involves money or capital. Thus, the department is involved in every activity within the organization, as almost every activity involves the use or accumulation of funds. The current President of the global finance department of Coca-Cola Company Limited is John Murphy, who was appointed on October 1, 2022. The management of the company's financial risks is another critical function of the finance department. It identifies potential financial risks and develops risk-mitigation strategies. For example, to mitigate the impact of currency risks on the company's financial performance, the department may hedge against currency

fluctuations. In addition to managing the company's financial operations, ensures compliance with accounting and financial regulations. It ensures the accuracy and compliance of the company's financial statements and reports with accounting standards. In addition, the department ensures that the company abides by tax laws and regulations.

**Production/manufacturing department:** This department is responsible for all activities leading to the production of the final commodities of the organization. That is, from the purchase of raw materials to the production of the end products. This means that though other departments play a vital role in the vision and mission of the company to be revealed or made known to the world, it comes from the production department, as these visions and missions are revealed through the products. The manufacturing department is the innovative hub of the organization, as new products and new packaging are created or brought to life through this department. The process of quality control is also supervised by the production division. It ensures that the beverages produced meet the company's quality standards and are safe to consume. Throughout the manufacturing process, from raw materials to finished products, the department conducts regular quality control tests. Sensory evaluations, such as taste and aroma, are included, as are laboratory tests for microbiological and chemical safety. One of the primary functions of the production department is to optimize the manufacturing process in order to increase efficiency and reduce costs. The department is constantly reviewing and improving the production process to ensure that it is as efficient as possible. Identifying bottlenecks in the manufacturing process and implementing solutions to overcome them is part of this. Thus, this department is primarily the 'soul' of Coca-Cola Company Limited.

**Human resource department:** This department is responsible for employee management, talent acquisition (recruitment), ensuring a conducive and harmonized working environment, as well as ensuring a hospitable relationship between employers and employees to ensure clarity, transparency, commitment, trust, and a

good working environment, to help improve production, and organizational performance and profitability. Thus, what has to do with employees, whether recruitment, transfer, postings, job description, job specification, and employee happiness, is the responsibility of the human resource department.

**Sales and marketing department:** This department is all about advertisement, promotion, distribution, and sales (pricing). That is, popularizing Coca-Cola Company and its products globally and creating avenues for easy supply and transport of goods to wholesalers, retailers, and customers. Thus, the Sales and Marketing department is all about getting produced goods and services to end users or consumers. The sales and marketing department is also in charge of the company's sales channels. Working with distributors and retailers to ensure that the company's products are widely available and well-promoted is part of this. In addition, the department oversees the company's direct-to-consumer sales channels, which include e-commerce websites and company-owned stores. Market research is an important function of the sales and marketing department. The department conducts research to better understand consumer preferences and trends as well as identify new growth opportunities. This research informs product development and marketing strategies. The sales and marketing department is also responsible for managing the company's brand. The department takes charge of creating and maintaining the company's brand image, which includes the logo, packaging, and messaging. The department also works to ensure that the company's products are consistent with its brand image.

The function-based structure of Coca-Cola has facilitated clear lines of authority and accountability, enabling effective decision-making and coordination within the organization. It ensures that each functional area operates efficiently and aligns with the overall strategic goals of the company.

The function-based structure has enabled Coca-Cola to leverage specialized knowledge and skills within each department. This has supported the company's ability to develop and market innovative products, implement effective financial



strategies, streamline operations, manage human resources effectively, and conduct research and development to stay ahead of industry trends. Furthermore, the function-based structure has facilitated effective communication and collaboration among different departments. This interdisciplinary collaboration is crucial for driving innovation, ensuring operational efficiency, and maintaining a cohesive organizational culture.

From a financial performance perspective, the function-based structure has contributed to Coca-Cola's success. It has allowed the company to effectively allocate resources, optimize costs, and capitalize on economies of scale. Each department can focus on its specific objectives and contribute to the overall financial health of the company.

In conclusion, the function-based structure of the Coca-Cola Company has played a vital role in supporting its operations and driving its financial performance. By organizing its functions based on expertise, the company has fostered specialization, promoted efficient decision-making, and facilitated collaboration across departments. This structure has enabled Coca-Cola to leverage its resources effectively, drive innovation, and maintain a competitive edge in the beverage industry.



## **CHAPTER 3. APPROACHES TO THE REDESIGN OF THE ORGANIZATIONAL STRUCTURE**

### **3.1 Problems in the current leadership structure**

Coca-Cola is one of the world's most recognized brands that has a value of over 274.85 billion, for decades Coca-Cola has maintained a strong image in the market, especially in marketing strategies, and decision-making in attacking and maintaining clients' world through customer satisfaction.

The company strategy is simply to maintain customers by producing affordable bottles of Coke for all clients across the globe which has led to the company having a global presence everywhere around the world even in remote villages. Despite all these successes, the company has over the years made some poor decisions, especially in the management and many senior officials of the company have allegedly been accused of misconduct for instance, the company's failure to be in the top ten of Fortune's annual "America's Most Admired Companies" for the first time in 2000 as well as, Coca-Cola was removed from the 100 Business Ethics magazine's annual list of "100 Best Corporate Citizens."

However, the problem that coca cola structure leadership has been the issue of racial discrimination when 2000 employees of the company filed a lawsuit against the company in 1999; the African American accused the company of discrimination in the areas of promotion, salary, performance appraisal because they were earning 26,000 USD a year less than the amount their Caucasian colleague earned in the similar job because those African American alleged in the lawsuit that the leadership of the company knew about everything line managers were doing but they decided to keep quiet on the matter as the result of this lawsuit the company paid 193 million dollars in damages fees to the victim of the discrimination that filed the lawsuit.

In 2018, Coca-Cola unveiled its vision to create a sustainable future by implementing a "No Waste of the World" plan, which aims to collect and recycle all of its products' bottles and jars by 2030. Additionally, the company aims to increase

the use of recycled materials in its bottles and cans to an average of 50% and make all packaging 100% recyclable by 2025. To achieve this goal, Coca-Cola has redesigned and re-evaluated its packaging and encouraged consumers to participate in recycling by simplifying the recycling process and identifying new products that can be made from recycled materials. Furthermore, Coca-Cola aims to improve the recycling infrastructure and streamline the recycling ecosystem to ensure that all of its packaging is recycled and reused.

The challenge of this ambitious goal on the part of Coca-Cola is that there has not been a practical concrete step taken by the company to resolve this problem considering the issues of lack of infrastructure capacity, internal capital and human capacities for this vision, as well as consumer behavior is another important factor that is effecting this vision because the company does not have control over how people should act in protecting the environment. Additionally, environmental regulations in various countries around the world also serve as major impediments to the achievement of this vision, and getting environmentally sustainable materials is a goal problem that hinders this vision on the part of the leadership of Coca-Cola.

Pollution is one of the major challenges that the world is currently facing in this 21st century, bottle or plastic-producing companies are a major part of this problem such as Coca-Cola being one of the largest beverage-producing companies in the world with its physical presence in all continents and almost all countries around the world is greatly contributing towards environmental pollution and the current organizational leadership of Coca-Cola is making less effort in helping to reduce plastic waste pollution around the world by failing to invest in real technologies that can help save the environment, especially the marine lives because two-thirds of the plastic material used around the world waste, disposable plastic pollutants like soda come from Coca-Cola converge at the ocean belt there cause an effect on the ozone layer and the lives that are existing there.

The aggregate of the plastics pollutant not only influences our environment in the sea belt but also causes significant damage to the land plants, animals, plants, and

humans. Since plastic pollution has progressive essence in our social well-being, the effect on the land influences farming or agriculture thereby making food production difficult because of plastics pollution on the land.

Since coca cola is the third largest beverage producer in the world according to Investopedia 2023 first quarter report behind PepsiCo, the leadership of Coca-Cola company has a responsibility to invest in innovative packaging that will help reduce the world's waste plastic pollution issues in compliant with the regulation standard and create a massive campaign that will be gear towards changing consumer behaviors to become more environmentally friendly.

Taking into consideration the ongoing Russian invasion of Ukraine this has also led to some interruption in the organizational structure of the Coca-Cola company which is a setback for the organization as it will also put to test the strength of leadership in the company. "ATLANTA, March 8, 2022 – The Coca-Cola Company announced today that it is suspending its business in Russia. Our hearts are with the people who are enduring the unconscionable effects of these tragic events in Ukraine. We will continue to monitor and assess the situation as circumstances evolve" (Coca-Cola Company, March 2022). This invasion has also had a tone on the production process in Ukraine. Here are some potential impacts on the organizational structure that has been affected.

Production, distribution, and supply chain activities have been disrupted as the conflict directly affects the regions where Coca-Cola operates in Ukraine. To ensure efficient operations during the crisis, changes to the organizational structure may be required.

Safety and security considerations: During times of conflict, the safety of employees and assets becomes a top priority. Coca-Cola may need to implement additional security protocols and measures, which may necessitate the establishment of dedicated security teams or departments within the organization.

**Market Instability:** The war may cause economic and market instability, affecting consumer demand and purchasing power. Coca-Cola may need to review its market strategies and possibly restructure its marketing and sales departments in order to adapt to changing consumer behavior and market conditions.

**International Relations:** The conflict may strain the countries' international relations and trade. This could necessitate Coca-Cola navigating new regulations, trade barriers, or political sensitivities, potentially necessitating organizational structure changes to address these challenges.

**Strategic Decision-Making:** Strategic decision-making is critical during times of geopolitical uncertainty. Coca-Cola may need to form crisis management teams or task forces to assess the war's impact, make informed decisions, and adapt the organizational structure to align with revised business strategies.

The war in Ukraine can have various impacts on the structure of the Coca-Cola Company, both directly and indirectly. It is important to note that without specific information on the company's operations during the conflict, the following analysis is based on general considerations.

- **Disruption to supply chain:** The war in Ukraine have caused disruptions to Coca-Cola's supply chain, particularly if the conflict affected transportation routes, infrastructure, or production facilities. These disruptions could have necessitated adjustments in the company's supply chain structure to ensure continuity of operations.

- **Market volatility:** The war in Ukraine have resulted in economic instability and market volatility in the region. This have led to changes in consumer behavior, purchasing power, and overall demand for Coca-Cola products. To address these fluctuations, the company might have needed to adapt its market strategy and product offerings, potentially affecting its market-focused organizational structure.

- **Risk management and security considerations:** The conflict in Ukraine have prompted Coca-Cola to reassess its risk management and security protocols.

This may have involved strengthening security measures for facilities and supply chain operations, conducting assessments of potential risks in the region, and revising crisis management strategies. These adjustments could influence the organizational structure by necessitating the establishment of specialized departments or roles dedicated to risk mitigation.

- Political and regulatory environment: The war in Ukraine have resulted in changes to the political and regulatory landscape in the region. Coca-Cola may have had to navigate new regulations, trade restrictions, or political sensitivities that could impact its operations. Adapting to these changes might involve adjustments to the company's legal and compliance functions or the establishment of specialized teams to address regional political and regulatory challenges.

In general, the war in Ukraine may have had several implications for the organizational structure management of the Coca-Cola Company. The conflict likely necessitated adjustments in crisis management practices, increased focus on the affected region, and prompted supply chain adaptations to mitigate risks. The company may have established specialized teams, modified reporting lines, and enhanced risk assessment and stakeholder engagement efforts.

### **3.2 Change proposal and implementation plan for organizational change**

On August 28-2020 Coca-Cola made a public announcement unveiling its new business strategy in reorganizing the business and making it more profitable which will allow the Coca-Cola company to pursue its Beverages for Life strategy with the best kind of drinks will position the company higher above its competitors and attracting fast growth for the in the rapid ever-changing business environment as we have today.

Coca-Cola's change plan is to come up with a project that is geared towards building a network with bigger organizations globally to share trade patterns that can be a formidable force for winning local consumers in different parts of the world. It hopes to create a new system in its operations on regional and local implementation

that will be working deeply with five different marketing leadership teams that span the globe to rapidly scale ideas.

The infrastructural idea powered Coca-Cola through the newly created Platform Services organization that aimed at providing international services and smoothly facilitating expertise in different areas of critical capabilities of the company. “We have been on a multi-year journey to transform our organization,” said Chairman and CEO James Quincey. “The changes in our operating model will shift our marketing to drive more growth and put execution closer to customers and consumers while prioritizing a portfolio of strong brands and a disciplined innovation framework. As we implement these changes, we’re continuing to evolve our organization, which will include significant changes in the structure of our workforce.” (The Coca-Cola Company, 2020)

Regarding operation, Coca-Cola has built new operating centers that will enhance its capacities in streamlining the company activities that can replace or take over the current structures the company is currently operating at its capacities. The new operation branch of the company is highly interdependent or interconnected in a more stable way structurally and focuses on abolishing duplication of resources and scaling new products very efficiently and faster than the previous system.

The Coca-Cola Company is placing great emphasis on innovation and optimizing its marketing efforts, prioritizing them over other aspects of its business. As part of this commitment, the company is engaged in a process of portfolio rationalization, in which it aims to create a curated collection of brands that have the potential to grow on a global, regional, and local scale. To facilitate these efforts and provide support to its operating units, the company is strengthening its leadership in five global categories that have the most significant consumer opportunities. These categories are Coca-Cola, Sparkling Flavors, Hydration, Sports, Coffee, and Tea, Nutrition, Juice, Milk, Plant, and Emerging Categories.

During the time of launching this new innovative idea, the Coca-Cola company had about 17 business units that were geographically segmented plus



Global Venture and Bottling investments. However, in the new business model the operation branch of Coca-Cola will be under the supervision of four geographical segmentation with their leaders including the global venture bottling investment and all operating managers will be reporting directly to the CEO, unlike the previous operation plan where operating managers were reporting to the board of directors instead of the CEO.

Employee engagement is a crucial aspect of all operations at Coca-Cola, and it has proven to be beneficial in areas where employee engagement is higher. For Coca-Cola, an engaged workforce means that employees are committed, aligned with organizational objectives, have clear deliverables, and are customer-focused. Engaged employees adopt a proactive approach towards issues such as waste elimination, which ultimately gives them a voice to influence local legislation. An integrated system of communication is also essential in volatile and dynamic markets where the company needs to be responsive at all times. Therefore, the change toward employee engagement is justified if Coca-Cola wants to reap the benefits of an effective integration system.

To ensure the involvement of all stakeholders required for the change management process, Coca-Cola can use two change management tools, Force Field Analysis, and the AKADAR model. The Force Field Analysis helps to scrutinize the forces causing opposition to the change process, and through the AKADAR model, the firm creates awareness, generates desire, gives knowledge, develops the ability, and provides continuous reinforcement to withstand the change.

To ensure the change process is successful, Coca-Cola should engage in productive dialogues with employee representatives, conduct surveys from all stakeholders, and communicate the reasons for change and the benefits it would bring effectively. It is also essential to gain insight into stakeholders' perspectives through surveys and communicate details of the action planning process to those who would initiate the change.

The employees and the company's new priorities require the company to reallocate resources for the workforce, which will result in some employee reductions, including both voluntary and involuntary. The company is currently working on the details of this plan and will provide more information in the future.

To mitigate the negative impact of these structural changes, the company has announced a voluntary separation program. This program will offer eligible employees the option to take a separation package, which will come with enhanced benefits. The program will first be offered to around 4,000 employees in the US, Canada, and Puerto Rico who were hired on or before September 1, 2017. A similar program will also be offered in other countries. The voluntary program is expected to reduce the number of involuntary separations.

The implementation of the company's global severance programs is anticipated to result in expenses ranging from approximately \$350 million to \$550 million.

### **3.3 The role of leadership in organizational structure change**

Coca-Cola has successfully implemented various change initiatives to adapt to changing market trends and remain competitive. These initiatives include diversifying its product line, restructuring its organizational structure, leveraging technology, and investing in research and development. To manage these changes effectively, Coca-Cola has implemented several change management strategies, including clear communication, strong leadership, effective planning, employee involvement, and continuous monitoring and evaluation. These strategies involve communicating changes, providing leadership training and development, developing comprehensive plans, engaging employees in the change process, and tracking progress through monitoring and evaluation mechanisms.

Resistance from the employee towards change: the implementation of change activities can be very difficult for coca cola as the leadership faces challenges from

their staff that are reluctant to change the established work process they have been doing over the years because they fear that change will have an impact on their jobs security. The leadership of a company can address this type of situation by explaining the benefits of the change to the employees and developing their knowledge through providing training for them to be able to acquire the necessary skill that they will need to be able to perform their tasks under change management process and the leadership involve the employees in the doing planning process on any proposed change.

Coca-Cola has implemented successful change initiatives, and effective change management strategies are necessary. Coca-Cola has utilized various strategies to manage changes, such as

*Clear communication:* Communication is crucial to managing changes effectively. Coca-Cola has prioritized clear communication with its employees, customers, and stakeholders, providing regular updates on progress, explanations of why changes are needed, and outlining the benefits of changes.

*Strong leadership:* Leadership plays a critical role in the success of change initiatives. Coca-Cola recognizes this and provides training and development opportunities for its leaders while also setting clear goals and expectations for them.

*Planning:* Effective planning is essential to managing change. Coca-Cola has developed comprehensive plans for implementing change initiatives, including establishing timelines, budgets, and milestones. The plans are reviewed regularly and adjusted as needed to keep them on track.

Transforming company culture can be daunting, especially in established and sizable organizations such as Coca-Cola. To overcome this hurdle, the company has adopted a gradual approach toward change, guaranteeing that any modifications align with the company's vision and values. Additionally, Coca-Cola has engaged its employees in the change process to develop a sense of ownership and accountability toward the initiatives.

**Technological change:** Integrating new technologies in the beverage industry can be difficult. Coca-Cola has tackled this challenge by dedicating resources to research and development to discover and apply innovative technologies. Additionally, they collaborate with technology companies to develop and implement advanced systems. Furthermore, they provide employees with training and development programs to ensure they have the necessary skills to utilize these technologies efficiently.

**Addressing challenges:** to overcome challenges that they face during its operation, Coca-Cola company has devised tactics for effective change management such as ensuring clear communication, competent leadership, sound planning, involving employees, and ongoing assessment and evaluation. Through these measures, Coca-Cola has been able to tackle these obstacles and implement changes efficiently, which has enabled it to stay competitive in the beverage industry.

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**Coca-Cola Leadership Model:** To accomplish our mission, we must cultivate a culture that allows it to occur. We believe that everyone has the potential to lead at Coca-Cola and that everyone should be able to recognize some aspect of themselves in the definition of leadership. Coca-Cola leaders pledge to be role models, set the agenda, and help people be their best selves. These entails:

**Be the Role Model:** Act with a growth mindset and practice growth behaviors. Believe in your limitless potential for growth and never stop learning (Curious). Make it a reality (empowered). Include, respect, and trust one another (inclusive). Concentrate on progress and believe in the power of iteration to produce better results (agile). Spend time thinking about your leadership: be open to feedback, truly

listen, reflect, and act on it. Accept disagreements without becoming defensive. Set a higher standard for yourself. Create a trusting and safe environment. Assume that everyone has good intentions. Create an environment in which it is acceptable for people to be flawed. Understand the power of your words and be approachable and empathetic. Encourage people to take calculated risks and stand by them if they fail. Assist them in learning and improving for the next time. Seek the right outcome, not the most comfortable one. Be fearless. Make the difficult decisions necessary for long-term, sustainable growth. Speak up and assist the company in making informed decisions. Use your energy to create positive momentum for progress. Don't be held back by bottlenecks, bureaucracy, or failure. Assist people in making quick, effective decisions.

Set Agenda: Dream big and create a compelling vision. Establish a bold vision with high expectations. Consider both the past and the present. Assist in co-creating the future destination and an ambitious plan for getting there. Provide clarity and consensus by actively communicating the vision and expectations. Reduce complexity for your team. Hold yourself accountable for providing feedback, both positive and negative. When something isn't working, actively correct the situation. Embrace borrowing shamelessly from outside, then reapply. Bring the outside in by staying connected to the world and current trends. Don't reinvent the wheel; instead, take great ideas from anywhere and improve them. Share insights, solutions, and outcomes actively to reduce rework and learn from one another. Don't let hierarchies and functions get in the way of your success. Disagreement and commitment Leave your ego at home. Have the confidence to express your viewpoint and to encourage others to do the same. To make better decisions, ensure that all points of view and facts are presented. Once decided, commit to a unified course of action and assist the team in moving forward quickly; make it about progress.

Help people be their best selves: Create and nurture talent. Build diverse teams for today and the future; hire people who are better than you—people who will challenge you and fill the team's gaps and strengths. Work actively to understand

what your team requires to grow. Concentrate your efforts on assisting others to succeed and empowering them to reach their full potential. Act as a coach and connector. More listening and less talking In order to help those who are struggling succeed, ask questions to raise awareness and accountability. Assist people in developing their strengths. Be a mentor or a sponsor. Collaborate on projects, connect with others, and share information. Consider going beyond traditional teams to deliver solutions via a network. Make your passion unstoppable. Our culture is ultimately your responsibility. Make an environment in which people can thrive. Encourage people to learn from their mistakes. Control your energy and time. Bring your true self to work. Produce positive energy and inspire others to do the same. Give credit to others and rejoice in your accomplishments. Recognize that failures will lead to disappointment, and your role is to assist people in learning, getting back up, and getting started again.

Since Ivester's resignation as CEO of Coca-Cola two decades ago, the company has improved its succession planning. James Quincey has been the current CEO since May 1, 2017. Quincey was groomed as a CEO succession candidate during his tenure as president of the company's Europe group, then as president and COO overall. During the latter half of his 20-year career with Coca-Cola, he was personally mentored by Muhtar Kent, the previous CEO. Quincey was tasked with establishing a new international operating structure and building a leadership team. He was well-versed in Coca-Cola's brands, values, and systems, and Kent described him as having an "acute understanding of evolving consumer tastes."

To summarize, Coca-Cola invested in developing a leadership pipeline that enabled Quincey to demonstrate and develop the strategic vision and inspirational leadership that Doug Ivester lacked. Coca-Cola has thus served as a model for both the risk of unplanned succession and the benefit of ongoing succession planning.



## **CONCLUSION AND RECOMMENDATION**

Management in every business organization determines the life span of the organization. That is, the result of production, employee commitment, customer satisfaction, business competitiveness, and many other aspects of every business organization that contributes to its growth, all depends on how the business organization is managed, or the managerial ideologies and plans laid down for the business organization to be run from. Thus this has led to various definitions of management from scholars and thinkers such as Sethy K, Mary Parker Follett (1994), John F. Mee's and the likes of others.

Thus, the management structure is basically how a company organizes its management hierarchy, to delegate its powers and authorities according to and adequately, for business activities to run smoothly and properly. Top management is the Board of Directors which have the topmost authority and decision-making power within the organization, and they delegate powers to the middle management, who also oversee the work of the lower management and report back to the top management. The lower management oversees the daily activities within the organization, and how things should be done within the organization, as they are the mouthpiece between the top management and the employees.

We could agree on the importance of management, as it is the key to organizational success, as it ensures that employees are as happy and are giving their all to the development of the organization, and also ensuring customers are highly satisfied with the outcome of the requests or desires. Once these two keys are ensured, business growth is assured, and growth is readily ensured, as increased productivity is assured.

A well-defined organizational structure is a key to business success, as it explains in detail the job description of every employee and office, as well as a clearer job specification, to prevent conflict of interest, disguise unemployment (where employed individuals do not know their job description and gallant within



the organization without doing anything profitable), and so forth. Thus organizational structure gives the organization a visual or a graphical representation of how the business should run with its different structural types.

Having established the basis of the relevance of organizational structure in business development, we then look at the role of organizational structure. They include efficiency management, decision-making, communication, encouraging efficiency, optimum use of resources, a grouping of activities, and many others.

Regarding advertisement and marketing in the beverage industry, Coca-Cola is attributed to being the first to have begun global advertisement and marketing, having been the leading brand sponsor of the 1928 Olympic Games in Amsterdam, Holland. Coca-Cola became a public commodity in 1960 after being only given to the armed forces during World War II. Since its global expansion, Coca-Cola has contributed immensely to sustainability worldwide in areas like gender equality, agriculture, community and workplace development, and many others.

Coca-Cola currently sits at the top position among all other soft drinks worldwide, boasting of owning four of the top five global non-alcoholic beverages: Coca-Cola, Fanta, Sprite, and Diet Coke. The company boasts of owning over five hundred beverage brands in over two hundred countries and borders, and with over four thousand seven hundred products across the globe, practically with its operational activities in North and Latin America, Europe, the Middle East, Africa, and Asia Pacific.

The ultimate vision of Coca-Cola is to pursue the brand and its products that people love, to refresh them, and create a more sustainable business and better future for a changed world, making it a 'beverage for life.' In addition, they hope to be a responsible organization, making a difference by helping build sustainable communities, Where its employees are satisfied and committed to giving their maximum best.

Overall, Coca-Cola's success demonstrates the significance of organizational management structure in achieving organizational goals. Coca-Cola has been able

to remain a beverage industry leader for over a century by having a clear structure that allows for specialization, innovation, and sustainability. To achieve long-term success in their respective industries, other organizations can learn from Coca-Cola's example and develop management structures that align with their goals and values.

Coca-Cola is one of the world's most recognized brands that has a value of over 274.85 billion, for decades Coca-Cola has maintained a strong image in the market, especially in marketing strategies, and decision-making in attacking and maintaining clients' world through customer satisfaction. However, the problem that Coca-Cola structure leadership has been the issue of racial discrimination when 2000 employees of the company filed a lawsuit against the company in 1999 which cost the company lost of funds and all of these would have been avoided if proper leadership was in check.

In 2018, Coca-Cola unveiled its vision to create a sustainable future by implementing a "No Waste of the World" plan, which aims to collect and recycle all of its products' bottles and jars by 2030. Additionally, the company aims to increase the use of recycled materials in its bottles and cans to an average of 50% and make all packaging 100% recyclable by 2025. To achieve this goal, Coca-Cola has redesigned and re-evaluated its packaging, Coca-Cola aims to improve the recycling infrastructure and streamline the recycling ecosystem to ensure that all of its packaging is recycled and reused.

Coca-Cola's change plan is to come up with a project that is geared towards building a network with bigger organizations globally to share trade patterns that can be a formidable force for winning local consumers in different parts of the world. It hopes to create a new system in its operations on regional and local implementation that will be working deeply with five different marketing leadership teams that span the globe to rapidly scale ideas.

To ensure the change process is successful, Coca-Cola should engage in productive dialogues with employee representatives, conduct surveys from all stakeholders, and communicate the reasons for change and the benefits it would

bring effectively. It is also essential to gain insight into stakeholders' perspectives through surveys and communicate details of the action planning process to those who would initiate the change. To mitigate the negative impact of these structural changes, the company has announced a voluntary separation program. This program will offer eligible employees the option to take a separation package, which will come with enhanced benefits.

The war in Ukraine may have influenced the organizational structure management of the Coca-Cola Company in several ways:

**Crisis management:** The conflict in Ukraine likely prompted Coca-Cola to establish or enhance its crisis management structure. This could involve creating specialized teams or task forces responsible for monitoring the situation, assessing risks, and coordinating response efforts. These teams may have been integrated into the existing organizational structure or formed as temporary entities to address the crisis.

**Regional focus:** The war in Ukraine may have led Coca-Cola to increase its focus on the region and adjust its organizational structure accordingly. This could involve dedicating more resources, personnel, and decision-making authority to Ukraine and neighboring countries. The company might have established regional management positions or modified reporting lines to ensure effective oversight and response to the specific challenges posed by the conflict.

**Supply chain adjustments:** Given the potential disruptions to transportation routes and infrastructure, Coca-Cola may have restructured its supply chain management to mitigate risks and ensure product availability. This could involve reevaluating sourcing strategies, distribution networks, and logistics operations. The organizational structure might have been modified to accommodate these changes, such as creating dedicated supply chain teams or increasing coordination between departments involved in the supply chain.

**Risk assessment and mitigation:** The conflict in Ukraine may have prompted Coca-Cola to enhance its risk assessment and mitigation practices. The company

might have conducted thorough evaluations of the potential impact of the war on its operations, assets, and personnel. As a result, the organizational structure could have been adjusted to include specialized risk management functions or to allocate responsibilities related to risk assessment and mitigation across different departments.

**Stakeholder engagement:** The war in Ukraine likely influenced the way Coca-Cola engaged with stakeholders in the region, such as employees, customers, suppliers, and local communities. The company may have restructured its communication channels, established dedicated teams for stakeholder engagement, or modified reporting lines to ensure effective coordination and responsiveness.

To accomplish the mission, Coca-Cola cultivates a culture that allows it to occur. Coca-Cola believes that everyone has the potential to lead at Coca-Cola and that everyone should be able to recognize some aspect of themselves in the definition of leadership. Coca-Cola leaders pledge to be role models, set the agenda, and help people be their best selves.

For facilitating leadership the Coca-Cola Company should consider the following: set a compelling vision and purpose, inspiring employees to align their efforts towards shared goals, foster adaptability, innovation, and a collaborative culture that encourages experimentation and embraces change, prioritize ethical conduct, social responsibility, and stakeholder engagement while promoting continuous learning and development opportunities for employee.

In conclusion, an effective organizational structure management approach for Coca-Cola should focus on fostering adaptability, agility, and cross-functional collaboration to drive innovation, optimize operations, and maintain a competitive edge in the dynamic beverage industry.

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