

Implementing a New- Go-to-Market Strategy at Coca-Cola Enterprises

Coke Case Study



Market Shifts Define a New Strategic Focus

The carbonated soft drinks (CSD) market is highly dependent on commodity prices. When aluminum and sweetener prices recently rose, Coca-Cola Enterprises, Inc. (CCE) raised product prices in response. As a result, the volume sold decreased, CCE lost market shares, and reported operating income was negative. Challenged by this situation, management decided to shift focus from volume growth to optimizing operating income.

To implement this strategic shift, CCE developed a new go-to-market strategy, “Customer Excellence.” To successfully execute the strategy, order-taking needed to be shifted from merchandisers to a call center, coaching efforts had to increase, and roles and routine needed to change. Sales and performance tools were created to support employees in new and old roles. But that was not enough.

CCE was challenged to communicate their new strategic focus to some 30,000 agents throughout North America. For successful [strategy execution](#), CCE needed to deliver a consistent message, build alignment, and

motivate engagement for this critical population.

Strategic Execution Program Engages 30,000 Coca-Cola Agents

Custom-Tailored Development

[BTS](#) developed a modular engagement solution around the Customer Excellence message and tools. The solution consisted of different modules designed to suit the needs of various targeted audiences including, market unit functions, district sales teams, merchandisers and driver teams.

An Engaging Dialogue on CCE and its Strategy

The solution illustrated the overall CCE landscape, the operational changes initiated by Customer Excellence, and how these changes would affect typical customer interactions as well as responsibilities and everyday life of employees. By stepping into the shoes of CCE’s customers, employees further explored how the strategic changes would be perceived, and how, therefore, communication and priorities had to be adjusted to continue fulfilling customers’ needs and improve operating income.

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*Evaluation results:
Are you motivated to change your daily routines and support others to significantly improve operating income and the revenues of CCE? – Score: 3.71/ 4.0*

Key issues addressed in the E4C learning program:

- The urgency for the strategic shift from volume growth to optimization of operating income
- The strategic changes from the view-point of the customer
- The new CCE roles and responsibilities, and interdependencies between roles
- The new CCE tools available to support the implementation of Customer Excellence
- The individual opportunities

Winning People's Hearts & Minds

Organized in teams, participants were led through the learning experience by local management. The solution was applicable to suit small and large audiences from 15 to over 100 participants.

The program led participants in an engaging way through the urgency for change, the new way of going to market, and the tools available to support this strategic shift. The dialogue allowed participants to

step into the future, explore the challenges and benefits of the new strategic focus, and identify the expectations of their new roles and responsibilities. This allowed participants to take a critical look at themselves in relation to the new strategy, structures, roles and tools and change the way they work from Day 1 of the strategic shift.

Finally, facility managers led the strategy execution in their districts or facilities. This cascading approach made management become strong advocates of Customer Excellence and be at the forefront of execution.

Results Indicate Programs Success

A total of 492 participants responded on a 4-point scale to a distributed evaluation form.

Are you motivated to change your daily routines and support others to significantly improve operating income and the revenues of CCE? – Score: 3.71.

Did you like to learn in this interactive way? – Score: 3.51.



BTS, the global leader in accelerating strategic alignment and execution, innovates how organizations learn, change and improve. Founded in 1986 and serving over 400 clients worldwide, BTS is publically traded company with more than 25 offices in 18 countries.