

Kanarys Webinar Series:

Learning Lab Part 2: How The Coca-Cola Company became a Best-in-Class Diverse and Inclusive Workplace



Today's Featured Speaker



Steve Bucherati

Kanarys' Advisor

President, The Bucherati Group

Retired Global Chief Diversity
Officer at The Coca-Cola Company

Here's a look at the diversity of our U.S. organization back in 2000

January 2000

Management Committee	Women	0.0%
	Multicultural *	16.7%
Executive workforce	Women	17.9%
	Multicultural	10.3%
Non-hourly Workforce	Women	49.0%
	Multicultural	26.0%
Board of Directors	Women	16.6%
	Multicultural	8.3%

When it came to Diversity & Inclusion started with less than optimal conditions

January, 2001

- Diversity had no real connection to the business
- Our early D&I leaders focused on general cultural awareness and high-level education
 - “Cultural sensations”
 - Education was one-dimensional, not tied to the business or the marketplace and was positioned as a “silver bullet”
 - “Kumbaya”
- This failed miserably; Pamela Newkirk
- My thinking: focus on what gets leaders’ attention

So we focused leadership on the marketplace impact of what a best-in-class D&I strategy would yield

- City by city, brand by brand analysis of our consumers
- Started with “strengths” - - brand Sprite
- Then focused on “opportunities” - - Coke and diet Coke
- Laser focus on brand planning, advertising, merchandising, promotions, etc.

The business case was obvious

- Coke and diet Coke brought in nearly \$1.9 billion in revenue in the U.S. in 2004...
- Coke and diet Coke brought in nearly \$2.1 billion from the Foodservice channel in 2004...
- Together, that's nearly \$4.0 billion.
- What if, at the expense of Pepsi and diet Pepsi, we grew that business by 1% through marketing focused on the diversity of our consumers, across all brands? ...by 2% ...by 3%?
 - \$40,000,000...\$80,000,000...\$120,000,000...all incremental dollars
- There is direct line of sight between this work and sustainable growth, if we approached this as a strategic growth path

The Multicultural Consumer was Critical To Our Business...



39%

\$1.7 Billion



54%

\$837 Million



59%

\$196 Million



49%

\$546 Million



42%

\$364 Million



42%

\$336 Million



48%

\$628 Million

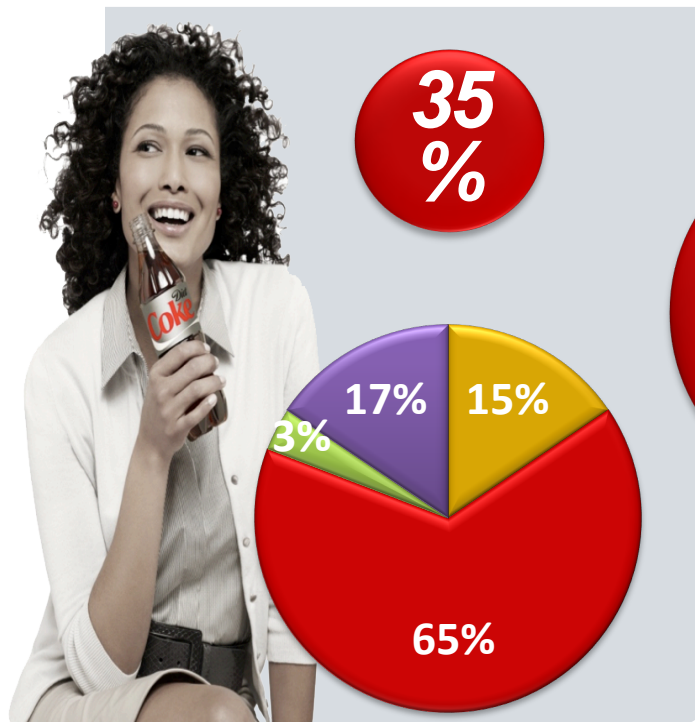


22%

\$589 Million

...and Would Lead Industry Growth Through 2020

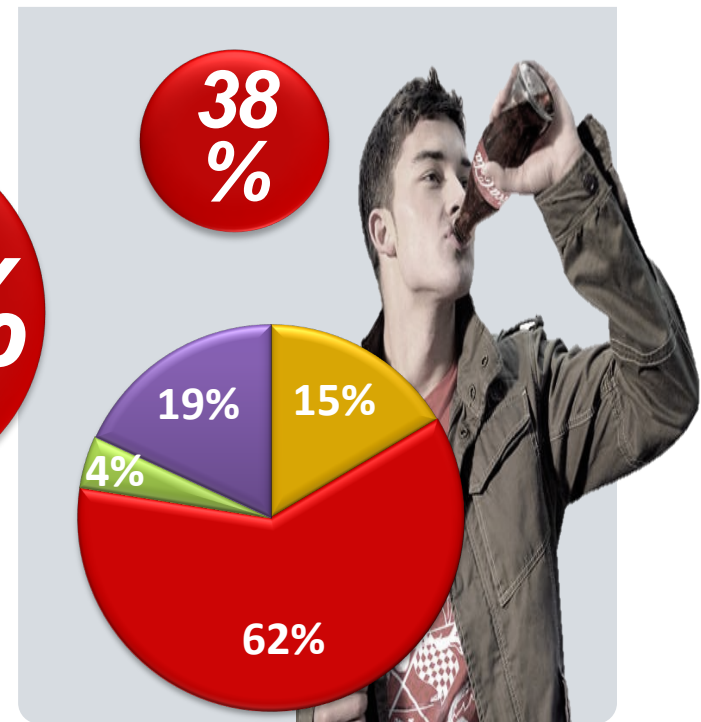
Beverage Industry Multicultural Growth in 2011



INCREMENTAL
VOLUME
GROWTH FROM
MC THRU 2020

74%

Beverage Industry Multicultural Growth in 2020



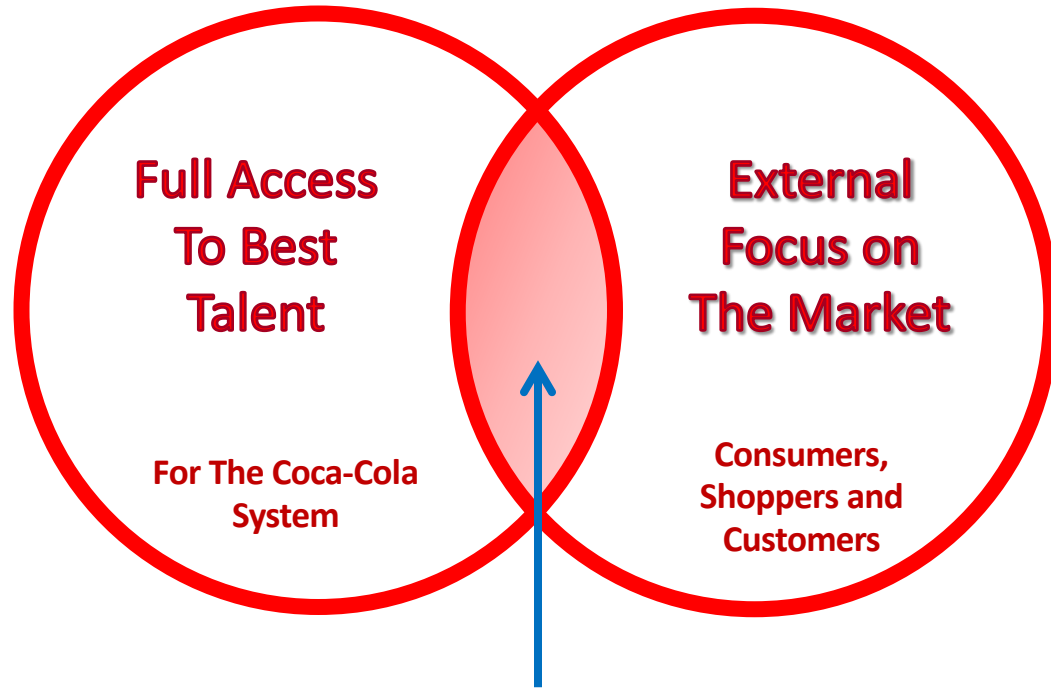
Anglo African American Hispanic APA

**On gender diversity, by 2007 there was a clear case for action,
globally, across all 207 countries**

- 70% of global household purchases influenced by women (83% in U.S.)
- 50% of women in the global population
- 46% of total Fortune 500 employees
- 40+% of women in the global workforce...and growing
- 20 Trillion dollars – the amount of worldwide spending controlled by women (larger than the economic impact of the US, China and India combined)

So Why Did Coke Focus On Diversity?

Out of Economic Interest for the Business



A Diverse Workforce, Mirroring the Market, Enables Sustainable Growth and Value Creation

In the workplace, Coke made a philosophical shift

- From minimizing difference to amplifying, respecting, valuing and leveraging those difference to drive the business
- “Associates who can both **see** and **seize** business opportunities”
- Representation, but also Orientation

In the marketplace, Coke made diversity a market-based opportunity

- Understand this is about growing the business
- Understand Coke's markets, which are increasingly diverse
- Drive "Diversity As Business" into and throughout the business plans
- Laser focus on the diversity of the marketing teams supporting the work
- Strengthen multicultural market strategies and initiatives
- Strengthen Supplier Diversity strategies and initiatives
- Align community and philanthropic efforts with these market-based strategies

However, Coke found we faced some very serious challenges as we worked to progress

- Diversity is hard work, requires sustained effort, and must speak to different audiences in a very personal way.
- This is not about any one group. Everyone matters.
- This work is not done to the detriment of white males.
- We must continuously build knowledge, skills and competencies to fully leverage diversity.

Fortunately, Coke had several assets to leverage on its journey

- Leadership Commitment
- Positive external reputation
 - in community and philanthropic circles, especially with organizations that support diverse communities
 - with women- and minority-owned suppliers
- External networks and relationships
- The diversity and talents of the employee population
- Diversity and fairness expertise

What assets can you leverage?

We developed a few high-level, integrated strategies to drive our work, then built out annual initiatives tied to each

- Educate our people managers and then employees around our business case
- Develop and build out our Global Women's Initiative and our U.S. Multicultural Initiative
- Diversify our talent pools
- Ensure focused development for women and multicultural associates
- Build and advance the pipeline
- Engage our employees in diversity activities
- Build and activate a diversity communications plan, internal and external
- Build out our multicultural marketing capabilities
- Expand our supplier diversity programs
- Connect our philanthropic and community-based activities to our overall diversity strategy
- Provide consulting services to our customers

By the time I retired from Coke in early 2015...

		January 2000	January 2015
Management Committee	Women	0.0%	15.3%
	Multicultural	16.7%	30.8%
Executive Workforce	Women	17.9%	40.6%
	Multicultural	10.3%	28.1%
Non-Hourly Workforce	Women	49.0%	51.0%
	Multicultural	26.0%	40.0%
Board of Directors	Women	16.6%	28.6%
	Multicultural	8.3%	28.6%

...and we had made over \$1 Billion incrementally by focusing on
D&I in the marketplace



Kanarys



How ERGs Help Strengthen Belongingness In Times of Uncertainty

June 2, 2020 | 1PM CST



Supriya Jha

Global Head of Diversity,
Inclusion and Belonging at
Nasdaq



Thank you for joining!



www.linkedin.com/company/kanarysinc/