



The Coca-Cola Company

Title: Global Development Centers

Subtitle: Business and Technology Innovation

The Opportunity: The Coca-Cola Company (TCCC) centralized all global product development, Research & Development, plus other back office applications into their Atlanta headquarters. This made it challenging to create products for various global markets as the product development was too far removed from those markets.

The Challenge:

- Research & Development, along with product development for various global regions, was strained as the headquarters often did not understand the needs of other regional consumers and markets.
- Products were taking too long to develop, test and get to market for various global regions.
- Too often new product launches did not meet regional consumer and market needs, therefore not meeting TCCC profit margins.

The Solution:

- Put into place a product development organization that is more decentralized and located in appropriate global markets.
 - Executive leadership team based in Atlanta.
 - Global Development Centers (GDCs) established in Asia, Europe (2 locations), South America and North America (2 locations).
 - Laboratories setup and staffing established for each GDC.
- Implement processes and technology to allow each product development location to focus on market-specific needs.
- Enable each GDC to be able to perform Research & Development, plus product development for regional products.
- Implement processes and technology to allow the globally dispersed product development teams to communicate on global products.
 - Enabled data and research for each GDC to be consolidated in a global database for sharing.
 - Chemists, Biologists and Food Scientists were able to share their lab notes and research information with their peers globally.
 - Allowed for virtual 24-hours/day operation with global product development activities.

The Results:

- Quicker Research & Development along with product development turnaround times.
- More successful development of products that consumers demanded for each geographic region.
- Higher percentage of successful new products entering the market.
- Increased collaboration and data sharing amongst all TCCC Associates globally.