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Analyzing how Strategy goes Global within Cultural
Marketing: A Case Study of Coca-Cola in Spain and
the US



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by

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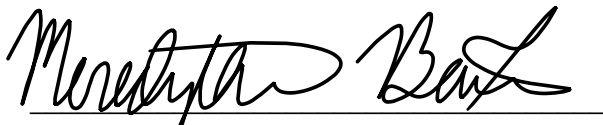
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I hereby recognize and pledge to fulfill my responsibilities as defined in the Honor Code and to
maintain the integrity of both myself and the College as a whole.



Meredythe Baird

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Abstract

Coca-Cola is a very successful, global soft drink brand that has made a name for itself through its long history based in tradition. As Coca-Cola has remained at the top of the world's beverage market, the strategy used to achieve this notoriety is explored in this project. The examination of the Coca-Cola Company and its cultural marketing efforts are observed in both the United States of America, as well as the Coca-Cola Company Spain entity. The extension of the global phenom, the Coca-Cola Company España, is situated under the umbrella of Coca-Cola Europacific Partners (CCEP).

The framework of exploring how Coca-Cola leverages cultural factors in its marketing strategies is researched through a variety of printed mediums detailing the effects of culture on marketing and how strategy can aid a business's growth. One chapter of this research is dedicated to the usage of cultural norms in Spain and is analyzed through three separate advertising campaigns. These campaigns focus on the traditions of the Spanish culture rather than the product itself. Using data from different statistics databases, the approach of using tradition to market Coca-Cola was found to produce increased consumption in Spain. The strategy of being a market leader in the United States facilitated the continued success in the domestic market as well.

El abstract para la parte española

El análisis cultural está situado en el capítulo tres de este proyecto, que se llama “Capítulo Cultural”. Para la examinación de la parte de España, estoy observando la manera en que Coca-Cola usa la cultura española en sus anuncios. Tengo tres anuncios que está explorando los métodos del marketing. El primer anuncio es “Estamos más cerca de lo que creemos” del año 2017. “Benditos bares” es el segundo anuncio del año 2013. Finalmente, “No bebemos para olvidar, bebemos para disfrutar” es del año 2018.

En general, todo de los anuncios usa las tradiciones españolas para vender su producto. Hay una combinación de cultura, orgullo, tradiciones y normas que la compañía usa para enfatizar el producto. En mi análisis de esto, hay menos colocación del producto en la pantalla en los tres anuncios. Según de mi corolario experiencial, es normal para la gente española pone más importancia en la historia de un producto que el valor monetario. También, describo las diferencias entre los Estados Unidos y España y porque estas diferencias están importantes.

Chapter I: Introduction

Overview

The definition of value varies depending on who you are and where your focus lies. A value is “something (such as a principle or quality) intrinsically desirable” (Merriam-Webster, 2023). A value the average person may aim to achieve in their life is the idea of happiness. In terms of business, Coca-Cola has been ranked number six in the World’s Top 10 Most Valuable Brands. This worldwide beverage company is situated at the top with the likes of Apple, Google, Microsoft, and Amazon. The way in which value is approached in a company setting is crucial to a shift in their cultural marketing efforts. Taking this opportunity, the companies can then expand their brands. The expansion of their brands has not come in the form of products, but through the feelings each company elicits with their product. Following the changing times to remain at the top, Coca-Cola has made a conscious effort to capitalize on the happiness of their consumers. Maintaining global phenom- Coca-Cola has definitely succeeded with their desire to keep the world happy, one Coke at a time. Prior to researching more about the specificities of the company's success abroad, the first question begged is how one universal product circulates around the world, maintaining its notoriety.

When I arrived in Seville, Spain during my study abroad in August of 2022 during my junior year fall semester, I was immediately intrigued by the consumption of Coca-Cola. The stores were full of different varieties of Coca-Cola products and the soccer matches were covered in sponsorships. The usage of Coca-Cola products was much less of a fad, and more of what I learned to be of cultural importance. In the heat of August, I noticed everyone at bars were

drinking “tinto de verano,” or “red wine of summer.” As a matter of fact, it was not just wine, but a combination of wine and Lemon Fanta. I quickly learned this was commonplace for the south of Spain, while the north had their own variety. Calimocho, originating in Basque country, is a mixture of red wine and Coca-Cola. While I am accustomed to drinking Powerade and watching my parents drink Diet Coke in the United States, I could not believe the amount of Coca-Cola and Lemon Fanta consumption I witnessed on a daily basis abroad. The culture of Spain became equally as interesting to me as I watched the Spaniards enjoy their time differently. Many of the bars where people could be found enjoying these “tinto de verano” drinks were especially fascinating as the same people would be there long after their meals were eaten. The act of “going out” seemed to hold an entirely different connotation than what the typical American 20-year-old is used to. Taking this different lifestyle into account, I began to wonder how brands like Coca-Cola capitalize on these differences. Or, if they need to appeal to them differently at all through their marketing efforts.

As I pondered this further, the subtlety of Coca-Cola marketing was everywhere around me. Perhaps one of the most distinctive places was on television. Though I do not recall many ads for the product, the sponsorships really stuck out. During the time I was abroad in the fall semester of 2022, the World Cup was on, and I had never seen so many people glued to a soccer match. Something I did not realize at the time, however, was the sheer amount of publicity a company would have for something like this. The presence of Coca-Cola products in common drinks was one thing, but to witness the Coca-Cola logo behind every post-game interviewee was amazing. Soccer, or fútbol, is one of the leading pastimes associated with Spain. A small cultural element I feel could be easily overlooked. If Coca-Cola had the ability to sponsor large events

such as the World Cup and have their brand name across the country in many stadiums, how has Coca-Cola become such a grand player in this game of the beverage industry?

Research Questions

With the impressive contributions from a beverage company to the GDP of an entire country as well as the employment opportunities created, the Coca-Cola Company stirred up a variety of questions. The framework of this thesis lies in how the Coca-Cola Company capitalizes on the ability to adapt to the lifestyle and values of their market. This is especially important to the way consumers' emotions relate to its products. Through an analysis of its global expansion, the research observes the way in which this company directs their consumers to purchase a value rather than a product, especially in the Spanish world. In the case of Coca-Cola, their desired value to sell is happiness. The goal, then, is to determine how the development within this company has aided in its success in both the United States and Spain through their cultural marketing. The following questions will serve as the framework for the research:

1. Do global companies customize their strategies when they compete in foreign locations?
2. Does the culture of Spain and the United States affect the ways in which the Coca-Cola Company directs their marketing efforts, strategies, and spending in these countries?
3. Of the United States and Spain, in which country has the Coca-Cola Company used their cultural marketing to their advantage more?

My hypothesis is the culture of Spain heavily influences how Coca-Cola directs their marketing efforts. The Spanish culture has different values they place heavier emphasis on, leading to the need to more carefully market. While the entire population of Spain sits at about 47.4 million people and is low in comparison to the 331.9 million residents of the United States, I believe the Spanish entity of the Coca-Cola Company has done better in their cultural marketing endeavors courtesy of their multidomestic approach in their marketing campaigns.

In looking at the different marketing tactics used, I believe there will be a notable difference. Because of its applicability, I hypothesize the Coca-Cola Company has used their cultural marketing to their advantage in Spain more so than in the USA because they have continually adapted their multidomestic strategy. The analysis in this thesis includes the perspective from the economic standpoint of available income while also carefully considering the cultural implications of the marketing campaigns. Though both campaigns appeal to the culture of the society in the United States and Spain, I believe that the marketing in Spain will be more reliant on the feeling associated with the product. The United States, however, may cater to the norms of society in the United States, where citizens are more drawn to the product itself.

History of Coca-Cola in Spain

Exploring the global channels in the Coca-Cola Company led to shocking reveals within the company's history. Though only popularized a few times in the past, the history of Coca-Cola and Spain dates back in time- to its conception to be exact. The foundation of Coca-Cola lies within its origins in Atlanta in 1886. Controversy exists, however, about the uncanny resemblance of a Spanish alcoholic drink created in a similar time period. Now known as Nuez de Kola Coca, the original recipe for this Spanish liquor was manufactured from leaves of coca

plants from Peru and the caffeinated fruit of the African kola nut trees. The connection between the two did not seem to align, a doctor from the south of the United States claiming to create this syrup while the other was a product of three local Spanish entrepreneurs. The crossover was around 1885 in Philadelphia where samples of this “Kola Coca” were given out to American sales representatives. The present owner of this company now suggests imitation may be the sincerest form of flattery, but with much less of the reward. In 1953 after gaining national popularity in the US, Coca-Cola arrived in Spain and would allow the company responsible for its naming rights to only continue their production of the alcoholic variety (Poser, 2013). Though addressed as a periodical rumor, the history of Coca-Cola runs deep to its Spanish counterpart. The curiosity of its global branding peaked and led to further research of the Spanish side of this company.

The Coca-Cola company has spanned worldwide and has expanded its efforts worldwide to maintain success in the beverage industry. For the company to reach its popularity overseas, different locations are now utilized. One of these, Coca-Cola Europacific Partners (CCEP), encompasses the areas spanning into Europe, the Pacific, and Indonesia. The Spanish sector of CCEP is headquartered in Madrid and is undeniably impactful to the economy of the country. With a Growth Domestic Product (GDP) representation of 0.5% and a contribution of almost 6.5 million USD (converted from 5.8 EUR), CCEP Spain is responsible for being a prevalent benefactor. For the job market, this Coca-Cola sector has about 98,000 jobs in Spain alone, of which the active population is about 0.4% (CCEP, 2023). While the Coca-Cola company has lent much of its mission to the important factors facing businesses today- sustainability and environmental impacts, community engagement, consumer satisfaction- CCEP Spain has not lost

sight of its history as well. Priding themselves on age-old tradition too, the Coca-Cola Company highlights the importance of history in terms of their partnership leading to their prominence in Spain. Ever since the original partnership with the Daurella family in 1953 and opening their first plant in Barcelona, Coca-Cola has been able to advance in the trusted hands of Sol Daurella as their company Chairman. To better serve their strong customer base of over 290,000 people, CCEP Spain has now spanned to different communities around Spain. Now plants for manufacturing can be found in areas like Seville, Bilbao, Valencia, Tenerife and A Coruña.

Coca- Cola in the United States

In its infancy, Coca-Cola was dedicated to gaining a foothold in the drink industry. A ten-year period between 1890 and 1900 saw just how aggressive marketing tactics can be exponentially effective. The syrup sales of this up and coming soft drink saw a 4,000% increase! Through many intentional ad campaigns, Coca-Cola continued to climb the rungs on its way to the top. Santa Claus was of the first important brand elements around the holidays, and only supported the manufacturing of happiness with his jolly smile donning the red and white colors of his suit, guaranteeing happiness to those around. Without having to work too swiftly, the Santa Claus brand was a perfect fit. Along with its specific red and white color palette, Coca-Cola used to come with its own set of rules as well.

A previous requirement of this fizzy drink was not to have it served above 40 degrees (F). Though seemingly odd, the loyal customer base built over the years had a firm grasp on the company's moves. Any introduction of a new recipe, for example, was met with extreme backlash. Familiarity was no stranger as the company did not price the drink above 5 cents for over 60 years, lasting from the 1890 to 1959. Playing to the advantages of the times has always

been characteristic of Coca-Cola. Each new development in the marketing strategy has led to their usage of a sponsorship or celebrity figure to publicize their brand. The company has maximized every chance in the marketing mix to provide a lasting impression on the consumers.

Chapter II: Literature Review

The capacity to continually adapt to the ever-changing world to remain in a leading position competitively is of utter importance. The real task, however, is how companies use strategy to their advantage with a uniform product across different markets. The real question this begs is how are these marketing efforts then affected by each individual culture? While companies such as Coca-Cola have seemingly done this with little issue over the years, there is suggestion the strategies may have little effect on the company's overall success. This chapter aims to explore how marketing strategies are impacted by local culture as well as how it translates to widespread notability, or even, a lack thereof. This literature review also directs the conversation of how Coca-Cola has remained prominent in the worldwide marketing scene, utilizing their ability to create perception and community within their brand.

Marketing Globally and Locally

One specific literature source details the world of globalization and how impactful this is in terms of branding. The conglomeration of marketing articles fosters the environment for a discussion surrounding issues relating to marketing a uniform product globally. Lull (1995) begins with a poignant point explaining how the definition of globalization has adapted as time has gone on. Perhaps one of the most important ideas is the acknowledgment that while the expansion of the communication capabilities of a company are great, they do not solely support a company's better performance once it goes abroad. The consumers will not become one people unified with a complete lack of difference. This point is furthered with the idea that "We do not live in a global village where a mythic, all-encompassing, technology-based super society replaces outdated and unwanted local social systems and cultures (Lull, 1995, p. 41). Different

homogeneous factors are identified as having a distinct effect on culture, ranging from military weaponry to advertising techniques. The effects on the culture are not equal in value and practice and the entrance of each factor is not uniform into a different country. Companies are then left to face the stark reality that the already existent local forces will not disappear with the new importation of culture. The point of local and global marketing is driven home in by the analysis of culture, down to its very essence where “the very concept of culture presumes difference” (Lull, 1995, p. 42).

In contrast to the idea presented surrounding globalization from Lull, Derval (2011) suggests that companies are quick to place the blame for their lack of success based on the idea they are not a local company to the area and do not actually understand their consumers. The justification presented for this idea is to say that objective reality is not the focus when consumers act, they are more so reacting based on their perceptions (Derval, 2011). The focus then shifts to how brands, specifically in the food and beverage industry, fail to account for the difference in perception of taste depending on the target audience. Therefore, brands need to adjust to satisfy the sensory mix of a particular country. This brings the idea of brands needing to specifically alter their product but begs the question about their marketing. Instead of solely focusing on the product itself, what if all that was necessary was simply altering the way in which you present the product in the market? Derval (2011) would rebuttal following the thinking of the country in which a product is made, the country of origin (COO) is taken into account, which then leads to the ways in which this may affect their purchasing decisions (Derval, 2011). This brings into question how large, global brands are able to achieve success in the market with products outside of the country. Though delving further into the scientific

reasoning behind taste perceptions, Derval (2011) suggests much of Coca-Cola's excellence is due to its advertising efforts and solid network for distribution. The final idea presented is the top position of the company has its basis in tradition rather than adapting to develop new products.

Coca- Cola's Marketing Approach

As the conversation moved to being more specific in terms of brand and the focus of my thesis, Coca-Cola, the success of this global brand is often revered. Sicilia and Palazón (2008) argue the virtual community of a company can contribute to the success of the brand. Specifically, the case study conducted revealed how Coca-Cola has used a website to create a group of extremely loyal customers. This strengthened brand loyalty is equated to the formation of a community. Three elements are referenced as contributing to the forming of community: the sense of collective responsibility, shared traditions, and social identification. Sicilia and Palazón (2008) express the difficulty of uniting the consumers of Coca-Cola with shared rituals or traditions and how it is even less likely they feel the same sense of responsibility to the community. To achieve the sense of community necessary to be successful, the virtual community for Coca-Cola provides the space for consumers to conduct themselves as if they were physically enjoying a public space together with the product. This idea places a distinct focus on how the consumers then align with the same shared rules, values, and behaviors and suggests the relationship between the consumers is more important than the connection between the members and the brand. While the findings go into detail about how this is an applicable tool for the sake of reaching the desired target audience, the focus of this article was its predominant success in Spain without any real explanation for this country in particular.

The Rhetoric of Marketing

Similar to the thoughts of Lull, Perez (2017) exemplifies how rhetoric is paramount in terms of advertising between two languages. The idea connects to that of the first author but directly contradicts by saying there exists the possibility of inhabiting the “global village” where advertising can reach multiple audiences at once. This study places a closer examination on the imagery brands rely on. In this case, the imagery can pose its own form of miscomprehension and can lead to eccentric interpretations depending on the circumstances. This draws attention to the fact that advertisers would be well served to appeal to the locality they are trying to reach. The results from the article detailed how miscomprehension can be the outcome with imagery and could use an aide such as English to help convey the proper message. The research, though investigating the impact of the imagery in the mind of Spanish language speaking culture, does not explain how this may be impacted by their culture and how things may be interpreted differently based on different cultural norms. This becomes an interesting point that is only briefly mentioned in a passing phrase where the author argues: “ad-producing teams can do worse than integrate experts into interlinguistic and cross-cultural communication” suggesting that companies may benefit from a better understanding of the culture of the country they are trying to market in (Perez, 2017, p. 19).

Casaqui and Riegel (2016) dove further into the observation of Coca-Cola’s strategy as it pertains to its rhetoric in marketing. This in-depth look at Coca-Cola expresses the perception the soft drink giant has manufactured overtime. This perspective includes that of the many lessons taught by this company, one of the most lasting has been the taste of youthfulness and happiness must be served cold and bubbly. The study follows how communication strategies have

developed over time, and in turn, the way in which consumers interact with the market. The critique of happiness as it applies to the goals of consumers is broken down into capitalism and how it has continually shifted. Interestingly enough, this article complements the thinking of Perez in the ability to inhabit the “global village.” In this context, however, it is painted in the way of completeness. Exemplified through various campaigns, the Coca-Cola company creates the idea of completeness by arousing the feelings of happiness in consumers. The unifying feelings of happiness are explained through films each covering one of the causes Coca-Cola has been a part of. The conclusion found that the paradigm of working in this world can be associated with the pursuit of happiness which ultimately outlines the shift overtime in the market for consumers.

Worldwide Recognition

Bringing the literature full-circle, Banutu-Gomez (2012) explains the methods Coca-Cola uses globally to become the most recognizable company. The research goes into the differentiation strategies Coca-Cola implements. Similar to the elements from Sicilia and Palazón, the strategies are grounded in the social identity of the company which affects the credibility of the company as well. Ironically, the article goes into how Coca-Cola did not have dominance in America during this time and, instead, they had to fixate on maintaining their customer base. This study focused more on the areas of Coca-Cola in Peru, Korea, and China for example. One of the first pieces of literature mentioning culture in marketing strategies, Morocco is given as the prime example of how Coca-Cola took advantage of their marketing opportunities on a country-to-country basis. Distribution channels are determined to be the most useful future of the Coca-Cola Company but will present their own obstacles. Overall, the analysis was

conducted to determine the effectiveness of Coca-Cola's implementation of the strategies mentioned. The conclusion reached was the beverage company may find its success in remaining in its current market.

Assessing Strategy and Competitive Advantage

Porter (1990) explains the way in which firms develop a competitive advantage utilizing their global strategies. Porter uses three companies who have been prolific producers in their separate industries to further explain how impactful globalization can be. A heavy emphasis is placed on the value chain of a firm and how this plays a crucial role in creating a competitive advantage. Lull (1995), who contends that technology and the advancements in the field have little impact on maintaining effective reach in a global market, highlights one of the main points made by Porter (1990). This point is that globalization is important, but the knowledge and development gained from this effort is the true benefit. Therefore, though the importance of spreading globally is emphasized by Porter (1990), the local advantage is also held in high regard in his thinking. On the other hand, Derval (2011) criticizes the thought of attributing failure to the globalization of a company. The argument, then, is that companies must be willing to align with the preferences of local consumers to thrive. Like Porter (1990), there is a strong notion of lending the marketing plan discussed by Derval (2011) into the local and diverse landscapes of each individual culture.

Porter (1990) furthers this point by explaining how value chain lends itself to enhancing operational effectiveness through global sourcing and knowledge sharing. Porter (1990) also explains what a comparative advantage is in comparison to a competitive advantage. Though only briefly mentioning a comparative advantage as the selection of a location based on the raw

materials available, the competitive advantage is discussed through the lens of the environment where a firm is located. Four main characteristics of this environment are brought to light as they aid in defining how to best increase productivity and innovation. The part of information Porter provided that was quite intriguing was his evaluation of selective disadvantages. He took the time to note that a firm may choose location based on the disadvantages that may be assessed, for example, high land cost. Though this may seem counterintuitive, Porter argues this is precisely the environment needed to innovate and allow for the creation of new development in the given location. The information provided substantially justifies why a firm would be smart to invest in creating more locations worldwide; however, he argues too that there is a need for local advantage. As a critique of Porter, there is much information surrounding his point of globalization, and yet, he brings about a completely contradicting viewpoint in the end of his research regarding the importance of having local presence.

Gaps and Limitations

The gaps in the literature vary in their specifics but are mainly a lack of contribution as to how the role of culture affects marketing. Much of the existing research delves into how global culture has been developed over time. This has come up after numerous studies detailing the dichotomy of global versus local marketing. As more strategies are reviewed and analyzed, the necessity to base the marketing in shared experience surfaces frequently. Again, this undermines the importance of culture and does not serve as any explanation of its importance. Though communication and methods for it have adapted over time, the literature involving globalization has yet to answer some of the same questions. There is no mention how Spanish social norms are tools in marketing strategies and facilitate the space for new ad campaigns.

Though Coca-Cola is commonly revered as being one of the most exemplary companies for worldwide marketing, the lack of information regarding how this has been achieved is apparent. The existent case studies involving the Coca-Cola company mainly address how its strategy has been advantageous in some scenarios and lacking in others. The major miscue is little explanation how their recognition around the world helps them maintain their top status. Culturally, there is a plethora of information about the culture of the company but no substantial information on how they adapt based on location. Coca-Cola Europacific Partners has very little information on how they have been beneficial in their role at perpetuating a renowned brand abroad. Therefore, I hope to explore how the Spanish culture necessitates variety in the marketing efforts of this company.

Cultural Analysis Source summary

For this thesis, special emphasis is on the contribution of Spain. In one major collection of communications dating back 60-years from the Coca-Cola Company, the term for this company as “la marca de la Felicidad,” or the mark of happiness was coined. The literature penned in Spanish explains more of the meanings behind how the marketing is communicated by the company. This is an interesting paradox to that of the literature in English as there is little offered surrounding the meaning of the literature.

The recognition of Coca-Cola is still high but shone in a different light. Many of the offerings suggest the route of using values such as happiness can be a large contributor to how a company is viewed. Though Coca-Cola is mentioned as a sort of taste of Western culture, there is literature relating to how it has been adapted by the culture to become more standard in their

respective countries. Much of the literature in Spanish relates to the internet presence of Coca-Cola on various social media platforms as well.

Gaps in this literature

The usage of the Spanish language is not explored in much of the literature covering Coca-Cola's marketing efforts specifically. The focus on happiness is not discussed as having a beneficial impact in the context of the meaning of the ad. The real question arises whether there is a reliance on the already existing customer base, or if the company looks to gain new interest abroad. This then brings about the thought of how the marketing in the U.S. may be affected.

Methodology

Through a case study of the Coca-Cola company, this study hopes to define how a global product can reach success in different locations. The analysis will go through ad campaigns in both the United States and Spain to identify major differences in the way in which the marketing strategy of Coca-Cola is used and discuss how the spending habits heavily impact the domestic and international markets. The focus is placed on the average income and discretionary spending available in both the United States and Spain.

Chapter III: Capítulo Cultural

En este capítulo, voy a analizar 3 anuncios diferentes. Los anuncios son ejemplos de la manera de vida en España y las características típicas de las personas allí. Cada anuncio tiene un enfoque de la cultura que es diferente. También, en las páginas anteriores, observé las estrategias las compañías usan para su negocio en lugares diferentes en todo el mundo. La estructura de mi análisis por los anuncios es el mismo entre los 3. El primer anuncio que se llama “Estamos más cerca de lo que creemos” es de la campaña de Coca-Cola en el año 2017. “Benditos bares,” el segundo anuncio, fue la idea de las mentes de Coca-Cola en el año 2013. El anuncio más reciente, titulado “No bebemos para olvidar, bebemos para disfrutar,” es una obra de la campaña de 2018. Para cada anuncio, quiero dar una variedad de los componentes entre las ideas e imágenes. Primero, le doy una exposición y breve resumen sobre el contexto del anuncio. Esto incluye descripciones de las imágenes y las acciones de la gente en los videos directamente. Después, voy a explorar la cultura española y la razón por la que los elementos en los anuncios están allí. Luego, quiero explicar mi conocimiento de primera mano de la cultura española. Finalmente, quiero describir las similitudes y, más importante, las diferencias entre las formas del marketing en los Estados Unidos y España en estos casos.

Anuncio 1: Estamos más cerca de lo que creemos (2017)

a. Argumento del anuncio

El anuncio, primero, quiere enfatizar el punto que “estamos más cerca de lo que creemos.” Para hacer esto, el anuncio incluye muchas imágenes de la gente junta. Para lograr la idea de la campaña, el anuncio usa un espectador para describir y expresar la idea principal. Para

hacer esto, el espectador oye una voz en off exponiendo la hipótesis de qué “nueve de cada 10 españoles se abrazan o besan a diario con alguien”. Hay otros hechos sobre la cercanía de las personas y más sobre el espacio personal. El razonamiento detrás de este es la exposición del resto del anuncio. Hay muchas imágenes que exploran las maneras en que en España es donde mejor ellos aceptan la cercanía del otro. Menciona el mundo y la diferencia en la gente porque ellos piensan que la cercanía es casi incómoda o rara. Más de las acciones que son normales en la cultura de los españoles se evidencian con escenas de saludos típicos.

b. Interpretación

Al principio, hay una frase que dice “9 de cada 10 españoles se abrazan o besan a diario con alguien” y esto es la primera cosa en la pantalla para la audiencia. Al principio, me parece un poquito extraño porque yo sé que el anuncio está por una bebida. Las siguientes frases detallan la manera en que los españoles interactúan con los otros. Por ejemplo, antes de haber visto este anuncio, no sabía que la mayoría de los españoles disfrutaban más de los planes acompañados. Las tendencias son muy únicas porque ellos prefieren la compañía de otros y esta idea es un parte de los otros dos hechos en la primera imagen.

Me parecen dos secuencias más significativas a la idea que la gente en España tiene otra forma de saludar. Un saludo es los besos sin una explicación entre las personas. Característica de la cultura española, los besos y abrazos por un saludo son normales. Aprendí que estas acciones son comunes entre toda la gente, si son familiares o no. La primera secuencia en el anuncio es donde vimos empresarios que inician una reunión con un saludo- un beso y un abrazo. La segunda secuencia, inmediatamente después de la escena con los empresarios,

tenemos un clip de la entrega de premios. Dos hombres comparten un beso cuando la mujer camina por el escenario. En ambos casos, hay gente en profesiones- los empresarios y los actores- que está saludando en una manera sin espacio personal.

Preferir la compañía de los demás se evidencia a través de la Navidad. La Navidad es presente en el fin se está utilizando como otro vehículo para decir la cercanía no es un problema. El fin tiene la idea que toda la gente son una con una Coca-Cola. Hay imágenes de Navidad y el hecho que hay espacio para una persona más todo el tiempo, específicamente durante este periodo del tiempo. A menudo, la Navidad es el tiempo del año con más felicidad, pero en la cultura española, la religión también es importante.

c. Corolario experiencial

Los temas que puedo relacionar con mis experiencias personales son dos explicaciones sobre los besos entre las personas para un saludo y la importancia de la religión. Una de mis primeras experiencias con dos besos estaba en el colegio local con la facultad cuando fui una maestra voluntaria. Al conocer a los otros profesores por primera vez, nos saludamos con dos besos. Esto incluía tanto a profesores como a maestras mayores que yo. Aunque leí sobre este concepto antes de llegar, no me di cuenta de lo común que era. En mis experiencias luego en el semestre, estaba más acostumbrado a esta acción.

En la cultura de los españoles, hay mucha religión. No hay un secreto que mucha de la gente de España es católico y fue mi experiencia personal en Sevilla también. Específicamente en la parte de España que viví, casi todos los negocios estaban cerrados los domingos. Viví en una parte de Sevilla se llama Nervión, un barrio en el este de la ciudad solo 15 minutos afuera del

centro de la ciudad. Cuando salí de mi casa, había pocas personas en las calles. Mucho de la gente que veía estaba llevando ropa muy formal para la iglesia. Esto es un elemento muy importante de anotar porque esto es una oportunidad por parte de los negocios que se enfoquen en las normas de otras culturas. El fin de este anuncio tiene imágenes de una cena durante Navidad. Hay sentido en este caso por Coca-Cola usando un ejemplo religioso porque es un esfuerzo por apelar a las normas culturales específicas en España. El anuncio explica que especialmente durante Navidad, hay siempre espacio para todas las personas.

d. Comparación con Estados Unidos y la cultura estadounidense

Sin embargo, los EE. UU. tienen otra manera de vida. Primero, mientras los EE. UU. tiene anuncios con elementos de Navidad durante el mes de diciembre, usualmente las compañías no usan ejemplos religiosos para enfatizar sus puntas. Muchas de las imágenes incluyen familias tradicionales y muchas de las cosas típicas de las familias españolas.

Antes de estas imágenes, el anuncio reconoce que el saludo típico puede incluir “rituales inexplicables”. De más está decir, el espacio personal no es un problema para la gente allí. La norma estadounidense no incluye los besos por un saludo. La mayoría de las empresas aquí tienen políticas que considerarían esto muy inapropiado entre los compañeros de trabajo.

A las personas estadounidenses, en general, no les gusta la falta de espacio personal. Aquí preferimos nuestra vida sin mucho contacto físico con otras personas. Es normal, similar en el anuncio, siempre hay espacio por una más, si esto está en una mesa o en un espejo en el baño. Con este ejemplo, las personas en los EE. UU. no les gusta compartir espacios públicos, especialmente en el baño, con extraños.

El espectador con una voz en off está explicando las tradiciones de los españoles. En este caso, las imágenes son de todos los periodos en la vida de una persona. Pone atención en las interacciones entre las personas y la manera en que saludar para demostrar las tradiciones de la cultura española.

Anuncio 2: Benditos Bares

a. Argumento del anuncio

Todo el enfoque en este anuncio es el bar. En lugar de comenzar con la emoción y el fervor similares a los otros anuncios, comenzamos con el resultado de cerrar un bar. En el contexto de los bares, tenemos la falta de “cien canciones, mil ‘te quiero’ y todos de los goles por la escuadra salen lamiendo el palo.” El objetivo del anuncio es decir que los bares en España son más que un edificio. Describe las actividades diferentes que la gente hizo en estos lugares. Esto incluye todo, desde escribir guiones de películas hasta redactar la Constitución. A medida que pasa más tiempo, hay imágenes del número de los bares y la habilidad de encontrar una persona en un bar. El clímax del anuncio es el bar como una red social muy grande. No hay mucha colocación de productos en este anuncio, donde solo vemos breves clips de personas bebiendo botellas de vidrio de Coca-Cola. En lugar de eso, hay sonrisas y la idea de que los bares son los lugares con la felicidad todo el tiempo. La realidad que muestra del video es que los bares son esenciales en la función de la sociedad.

b. Interpretación del anuncio

El objetivo de este anuncio es atractivo emocional en la estructura de la narración. Mencione que no hay mucha colocación de productos de Coca-Cola en este anuncio. En los términos del marketing, esta campaña busca provocar una respuesta emocional en los consumidores. El poder de sus emociones son el factor que impulsa, entonces, a comprar Coca-Cola. Porque la bebida de Coca-Cola es una parte de la vida allí, la compañía casi está vendiendo a la audiencia un pedazo de sí mismos y de sus vidas. La presentación de la Coca-Cola es menos sobre la bebida y más sobre la importancia del lugar donde encontrar la bebida. El bar esta presentado es como una necesidad. La idea es, cuando Coca-Cola está disponible en las tiendas, la experiencia de tomando una Coca-Cola en un bar tiene el orgullo del país.

Esta campaña está rindiendo homenaje a las cosas importantes en la cultura. Todo de la información sobre el cierre de un bar tiene elementos importantes de la cultura española. Las canciones son importantes porque es otra manera que la gente puede conectar. El amor de las personas en un bar es irremplazable. La cosa muy cultural siguiente es el fútbol y la importancia de esto deporte en su cultura. Otras características que vimos en el anuncio son la comida y la gente charlando en estos edificios. Una vez más, estas acciones son normales en el la cultura española, específicamente en España.

c. Corolario experiencial

Los bares son una gran parte de las tradiciones de la vida española. Hay más de una razón para la popularidad de los bares. Fue evidente para mí la costumbre de que la casa es un lugar privado y no es normal que amigos vayan a las casas personales de sus amigos en la cultura

española. Su solución es pasar tiempo afuera en las calles o en los bares. Ya que la idea de pasar tiempo con amigos fuera de la casa es normal, es típico pasar muchas horas en estos lugares.

Necesita entender que el tiempo para cosas como la cena es muy largo. Por ejemplo, una familia puede cenar a las 10 o más tarde, todo depende. Su forma de vida es adecuada para estos largos periodos de tiempo dedicados a disfrutar del tiempo con los demás también. En sus vidas diarias también, es típico visitar los mismos lugares. Lo vi en mi experiencia en Nervión donde fue el mismo hombre en un bar todos los días en un tiempo específico con su tinto de verano y su esposa con una caña de Cruzcampo.

d. Comparación con Estados Unidos y la cultura estadounidense

Casi todo lo que es familiar en EE. UU. es diferente de la manera de vida de España. En los términos de las casas de otras personas, es común que los niños se queden a dormir en casa de los demás aquí pero no es lo mismo allí en España. Nuestra vida diaria es acelerada y no tenemos mucho tiempo libre para disfrutar fuera de las profesiones o las cosas que necesitamos hacer en la casa. Los americanos piensan que los bares están asociados con beber mucho para olvidar el día laborable o las cosas difíciles en la vida de una persona. En nuestra imaginación, los bares son lugares para beber mucha y, más o menos, esto es todo. El periodo para estar borracho es tarde en la noche y no es común ir otra de esta propuesta. España tiene estos lugares para reunirse con otras. Son los elementos fijos en los barrios en España. Incluso en mi semestre de vivir en España, aprendí lo importantes que son estos lugares.

El amor, las canciones y el fútbol, las partes del rindiendo homenaje al país en el anuncio, no son frecuentemente asociados con los bares en los EE. UU. Hay generaciones de las personas

que tienen una historia de amor en un bar, pero ahora es más común con las aplicaciones de citas. También, no hay muchas instancias cuando las personas quieren hablar con personas otra de su grupo en un bar. Las canciones son interesantes porque a veces ellos son para un partido del fútbol. La gente aquí le gusta el fútbol americano pero el orgullo para el fútbol en España no tiene parangón. La afiliación a tu equipo es un factor identificativo en tu vida.

La gente en el bar también es diferente que en los EE. UU. La ley en España tiene una edad más temprana que puede beber el alcohol. La edad allí es 18 cuando aquí es 21. En este anuncio, sin embargo, vimos una familia con un bebe en un bar. Esto es común en España porque ellos pasan mucha de su tiempo afuera de sus casas. En la cultura estadounidense, no es normal para ir al bar con su bebe.

Mencioné que el bar es un lugar donde la gente allí pasa muchas horas. Un lado de esto, que está en el anuncio, es la comida. Los bares en los EE. UU. tiene la comida en muchos de los casos, pero en España hay bares conocidos por su comida. En la pizarra del bar, hay una lista de las tapas. En los estados unidos, tenemos comida para compartir en un restaurante, pero típicamente cuesta mucha en un bar. Es normal en España pedir comida que es muchas platas de tapas que son muy baratas y compartir con la mesa.

Anuncio 3 No bebemos para olvidar, bebemos para disfrutar

a. Argumento del anuncio

La compañía de Coca-Cola usó los bares para su campaña en los últimos años lo que finalmente llevó a este anuncio. Una vez más, Coca-Cola quieren usar los bares y su lugar en el

corazón de los españoles para comercializar su producto. En particular, la empresa ha querido rendir homenaje a la historia de los bares como “segunda casa”. El lugar de rodaje fue en El Viajero, un bar legendario en Madrid, la capital de España. Un actor famoso se llama Andrés Velencoso estaba en el anuncio para llegar a un público aún más amplio. En su segunda forma de publicidad sobre los bares como áreas de socialización, Coca-Cola empieza esta campaña. Los bares sirven a los clientes y sus historias, incluso si sus versiones de ellos son un poco exageradas.

Este anuncio empieza con un hombre en un bar. Él está explicando una historia muy divertida y un poquito loca. Muchos de sus amigos están escuchando en el bar, pero el audio sugiere que “la noche de tu vida no fue para tanto.” La sugerencia es que las historias son mejores cuando las comparten. Después, vimos un gol en un estadio grande para fútbol. En realidad, el hombre está exagerando bastante. Más adelante, hay un grupo con hombre describe una noche juntos, cantando en un bar. Luego, hay una mujer que está explicando su aflicción por un hombre muy guapo en una moto. Su historia detalla un hombre alto, con una barba y que esta la misma edad de ella con buen pelo. El hombre, que ella ponía en su historia es el actor, Velencoso. En realidad, el hombre no fue actor y fue calvo y larguirucho sin algunos dientes. Después, describen las vacaciones desastrosas, pero se transforman en las tramas de las películas de Hollywood. Finalmente, tenemos un grupo de tres hombres que estaban debatiendo la suma del dinero en una guerra de ofertas.

b. Interpretación del anuncio

El fútbol tiene un espacio muy alto en las vidas de los españoles. Los partidos son como una manera de vida. El contexto del video tiene al hombre en un equipo donde él tiene el gol final en el partido para ganar. Hay un grupo de hombres mayores viendo el partido. Durante mi tiempo en el estudio del español, las películas y la media en general se convirtieron en una técnica útil para aprender las interacciones comunes en la cultura. La presencia de estos tres hombres mayores es similar a la manera en que los hombres mayores ven todo cuando están en un bar viendo las calles.

La dramatización de la interacción entre la mujer y el hombre en la moto es similar del estilo de cine de la cultura española. La interpretación de las emociones es el trabajo de grupos durante puntos del tiempo en cine español. A veces, hay momentos de drama en las películas, especialmente entre los personajes principales. La inclusión del grupo de las mujeres mayores es representada como una cosa frecuentemente usada en las películas españolas. En la sección siguiente, explico más sobre la idea de la inclusión de la dramatización en el cine de la cultura española.

c. Corolario experiencial

En el contexto de la cultura española, muchos de los elementos en este anuncio son típicos. Porque la noche es muy larga para la gente en España, ellos tienen muchas historias de su tiempo afuera en la noche. Fue mi experiencia también cuando salí por un viaje. Yo sé que necesité salir de mi casa muy temprano entonces estaba durmiendo a las 11 de la noche. Estaba andando en la estación del tren a las 6 de la mañana en mi barrio. Vi a un grupo de tres mujeres

que regresaban a su casa después de una noche de fiesta. Pensé para mis adentros lo interesante que era que yo había dormido y ellos estaban regresando. La salida por horas y regresando temprano en la mañana es muy común.

En mi experiencia, la escena en el anuncio es reminiscente de una parte en *Flores del otro Mundo* (1999), por Icíar Bollaín. La película *Flores del otro mundo* es una historia de un grupo de mujeres solteras que viajan a un pueblo muy pequeño para buscar por un esposo potencial. Durante la película, hay instancias donde otras personas tienen la responsabilidad de dar un comentario sobre los eventos para avanzar la trama. Similar al grupo de los hombres y mujeres mayores en el anuncio, en la película, la responsabilidad es para estos grupos también. Hay una escena específica donde uno de los personajes principales salió y las mujeres mayores tienen reacciones grandes en esta parte. La mujer tiene su interacción en un coche en un paisaje muy típico de España en el campo con imágenes estándares del cine español. Ella está en un argumento con el hombre, pero después hay un grupo de mujeres mayores que está hablando sobre la relación entre ellos. La combinación del paisaje, personajes y acciones es similar en el anuncio y la película. Pienso que Coca-Cola estaba usando el atractivo de la cultura y cosas que ellos encuentran mucho. Recogí el uso del grupo de las mujeres, entonces es mi pensamiento que más españoles pueden recoger esta parte también. La guerra de ofertas es una cosa muy tradicional de la cultura también.

d. Comparación con Estados Unidos y la cultura estadounidense

Mientras las acciones en este anuncio son diferentes a lo que estamos acostumbrados, el título es el más impactante. En los EE. UU., los jóvenes quieren ir a los bares para hacer cosas

tontas. Especialmente con los jóvenes en la universidad, muchas de las noches cuando beben, no hay muchas memorias. A veces, ellos tienen el objetivo de no recordar la noche anterior. En España y en este anuncio, sin embargo, ellos quieren compartir todo su tiempo. Cuando ellos tienen la habilidad de compartir sus historias en un bar, hay detalles y reacciones que les encantan. Así que, a diferencia de los EE. UU., el objetivo es recordar sus noches para revivirlas a través de historias. El producto en los anuncios es Coca-Cola, pero la felicidad es el foco. Las historias en un lugar especial dan al espacio para ser más feliz. Coca-Cola tiene el rol de aumentar la felicidad entre las personas. Esta campaña fue el resultado del éxito de los “Benditos Bares” solo cinco años antes.

Conclusión

En un esfuerzo por usar una parte del mercado muy grande, Coca-Cola dedica mucho tiempo a los bares y la importancia en la cultura española. Su campaña incluye una estatua y muchos vasos de vidrio por los bares en España. La compañía sabe la importancia hospitalaria en el país. A pesar de que es una especie de campaña que se puede utilizar en otros lugares, el content marketing manager Western Europe en The Coca-Cola Company Julien Hayat, describe “en España tenga aún más relevancia, resuena muy fuerte con los consumidores españoles. En la sección siguiente, voy a analizar el éxito de su estrategia en el alcance del atractivo multinacional para una marca global.

Todo tienen una cosa en común- no es obvio que el anuncio es por una bebida. Es importante destacar este punto porque el impacto de las normas culturales en el marketing es el tema de interés por el proyecto. Coca-Cola quiere usar la importancia de los bares para formar una asociación con esa felicidad y su producto. Desde la perspectiva de una compañía, hay una pregunta. ¿Por qué son los bares importantes? Coca-Cola específicamente vio la oportunidad de capitalizar en este mercado. La hostelería es la división que incluyen los bares. En el año 2013, 7,4% del PIB nacional era de este sector solamente. La suma de los bares por habitantes en el año 2013 también fue 3 bares por cada 1.000 habitantes. La campaña que usó los bares fue muy intencional para apuntar al mercado de la gente allí.

Chapter IV: Empirical Chapter

The goal of this chapter is to analyze the ways in which global companies strategize differently depending on new foreign locations they expand to. In the previous chapter, an analysis of Spanish Coca-Cola advertisements was conducted to better understand how the depictions are altered based on the target audience. This chapter includes an exploration of the steps companies take to form a worldwide strategy, the consumption patterns in Spain and the USA, and most importantly for this project, cultural marketing. The Spain division of Coca-Cola Europacific Partners contributes an impressive amount to the Spanish economy, especially in their contribution to the country's GDP. The gross domestic product (GDP) is a cumulative amount of all of the money in an economy. Of the Spanish GDP, Coca-Cola accounts for 0.5%. This beverage company demands the attention for its continual success as they are responsible for almost a whole percent of all of the money in the Spanish economy. Since Coca-Cola for Spain is found under the Coca-Cola Europacific partners umbrella entity, the numbers are calculated in concurrence with their different locations. While the reputation precedes itself, the Coca-Cola Company has been renowned in the USA for many years. The real question begged is how exactly Coca-Cola in Spain elevated their cultural marketing efforts to become more in-touch and better performing than that of the United States. To understand how this became the case, first it is necessary to investigate how it all begins.

The breadth of the operations Coca-Cola participates in worldwide leads to curiosity surrounding the strategies they use to lead the beverage market. One of the main goals of this research project is to investigate whether Coca-Cola truly adapts its marketing strategies and what that may entail. Taking into consideration the fact that global companies must adapt to their

surroundings to survive against the competition in their market, this first investigation necessitates the exploration of the process of appealing to different areas of the globe. These foreign locations present the need for global companies to customize their strategies. Before they can reach a steady following with the customer loyalty and brand recognition they wish to attain, global companies need to devote much of their efforts to learning about the new locations. The end goal is to reach the peak competitive advantage. Competitive advantage is attained by offering value to the customer that they would not otherwise find with another company. To create this value, companies tend to rely on the efforts of research and development, positioning themselves in the market, and then, they have the freedom to determine things such as price and production.

Though there are a variety of strategies a company may pivot to, the benefits of pursuing a larger market in a different culture are abundant once the company establishes the direction they want to go. As alluded to by Porter in the second chapter of this project, this may take the form of globalization or internationalization, and/or localization. Companies that are large and expand globally find new and creative ways to do this. Before they even plan on adapting their product to better serve the new area, these companies must follow a few steps. The first of these so-called steps is to understand the new location and decide how they would like to function in the already diverse, existent market. The research and development, frequently referred to as R&D, efforts of the company are what allows it to capitalize on the diversity of other locations. Once a company chooses to expand into a global market and adopt one of these strategies, the R&D efforts become highly important. The research and development portion may lead to advances in their technology or new and innovative ways to produce the product abroad. This is

highly advantageous for a company that does not want to harm the way in which the local area functions. Companies may have their home base in one location but adapt to the surroundings abroad, as is typically the case with large, global companies. Once they have settled on how they would like to proceed, the company can then investigate more of the details.

Next, the company takes a step into distinguishing their position in the market. The position is dependent on the firm with the largest market share in the industry. There are four different varieties of positions a firm can hold in the market. These are defined as market leader, market challenger, market follower, and market “niche.” The market leader has the largest market share in the industry and determines the basis of competition for the market, providing a form of a benchmark. The next position is the market challenger who is consistently fighting to increase their market share but has an advantage. The “second mover advantage” leaves the market challenger the ability to observe what has led the market leader to be successful but also realizes what it can improve on. The market followers tend to be settled in specific areas of business such as location, service, and finance and pride themselves as being distinctively known for these. Though they want to hold a share in the industry that is increased from their current, they do not have to fear losing what they have obtained already. The market “niche” sells a product to a customer segment that is very specific. This allows them to continually grow and be profitable though they are small they choose to specialize and remain successful in their specific market.

After determining their position in the market, a company could then focus on elements such as marketing and planning. Going back to the information gleaned from the research and development, a company may choose to orient their marketing depending on the language and

cultural norms in the society. The marketing plan created may be based on segmentation information, offering further insight into the market. Frequently thought of segmentation variables include race, ethnicity, age, gender, marital status, income, education, lifestyle, values, availability of stores, city size, region and possibly even census data. This wide variety of information can be compiled into four main bases of segmentation: geographic, demographic, psychographic, and behavioral. The breadth of information results in detailed marketing plans that could potentially create the space needed for a company to move their position in the industry market.

The intricacies of marketing are no stranger to the necessity of culture. This means diversifying the campaigns in which companies strive to reach their audiences. Different from traditional marketing, culture marketing or cultural marketing allows a brand to build loyalty within a specific market based on cultural connection. The individual nuances of a culture are what allows for the company to find success when they follow cultural marketing. The universality of traditional marketing could prove to be problematic in a global setting. With an ever-changing setting in today's world, marketing techniques along with their terminology and delivery could be burdensome to the company if not done correctly. The importance of cultural marketing is to play to the strengths of the culture present. One predominant factor in cultural marketing is identifying any obstacles linguistically, and, more specifically, the importance of the area's dialect and colloquial phrases. Encompassing the previous steps, cultural marketing can help take a company in a new global market to a different position as they seek to better their market share in the industry and deliver peak value for their customers. In the senior project, the focus is on how Coca-Cola has taken each of these steps and surpassed expectations worldwide.

They have not only found success in the United States domestic market but also abroad. This analysis will focus also on how they have culturally marketed in Spain and how their efforts in the USA differ.

The assessment of Coca-Cola's marketing efforts cannot be conducted until an analysis of the consumption in both countries is complete. The per capita consumption is one way to identify the habits of those within a country. In Table 1, the per capita consumption of soft drinks is listed annually for 2018-2021 in liters in both the USA and Spain. The amount may seem much lower on the Spanish side. The important thing to keep in mind when observing the data is the average income of those in the USA and Spain. This is one factor that comes up frequently in cultural comparisons.

While it is said that it is cheaper to live in Spain, the United States also has the luxury of higher earnings. According to USA Today, the average income as of the fourth quarter of 2023 was \$59,384 for the average American. This is quite a large sum compared to that of Spain which according to Expatica is only about €29,994 or approximately \$32,632 for the average Spaniard. This deficit in income led to further thinking about the available discretionary income in the USA and Spain. The discretionary income is to say the amount of money leftover to spend on the "wants" rather than the "needs." After the necessary expenses have been paid and the taxes have been removed, this discretionary income is then available to spend. The average amount of discretionary income in the USA totals about \$30,490 yearly as opposed to the \$27,155 in Spain. With the discretionary income at an 11% difference between Spain and the USA, this may account for the difference in the annual volume of soft drink consumption. The Spaniards do not have as much money open to buy things that are not born of necessity.

Table 1. Annual Volume of Soft Drinks Consumed per capita

<i>Annual Volume of Soft Drinks Consumed per capita (in liters)</i>		
<i>Year</i>	<i>Spain</i>	<i>USA</i>
<i>2018</i>	36.7	141.06
<i>2019</i>	38.8	137.72
<i>2020</i>	42.5	129.37
<i>2021</i>	39.2	135.19

Source: Statista, February 2024.

The current market leader in the USA in the beverage market is Coca-Cola. The market share has steadily increased and stayed around the 45% mark. In Table 2, the steady increase in the market share in the United States of Coca-Cola is depicted from the years 2008 to 2022. The positioning of Coca-Cola at the top has been reliant on information gleaned from all of the steps taken to ensure their efforts are properly directed. The United States presents a large market for possible sales, as proven by the amount of consumption. The 135.19 average amount of liters of soft drinks consumed is quite large. The market can therefore be segmented, and a target audience can be focused upon.

Table 2. Market Share of Coca-Cola Company in the US, 2012-2022

Market Share of Coca-Cola Company in the United States from 2012-2022	
Year	Market Share (as a %)
2012	43
2013	43.4
2014	43.4
2015	43.7
2016	44.1
2017	44.7
2018	45.3
2019	46
2020	44.8
2021	46.1
2022	46.3

Source: Statista, February 2024.

To showcase the marketing efforts of the Coca-Cola Company in the United States, Figure 1 shows a screen capture of a popular ad. The advertisement being analyzed is from the USA and is the 2023 “Anyone Can Be Santa.” In this commercial, the viewers are presented with Santa Claus doing various activities from washing laundry to lifting weights. The usage of this rosy-cheeked jolly fellow is impactful as those in the USA are familiar with his significance especially during the holiday season. The United States uses Santa Claus as a prominent marketing tool during the holiday season, but he is predominantly native to only the USA. The usage of this figure and the traditions surrounding the Christmas season in the USA are indicative of spending money on gifts for others. Underlying the kind actions of the Santa figure are a variety of images with presents. Not to mention, unlike that of the three advertisements

analyzed in the cultural chapter, the consistent product placement of coke bottles galore. Spending money on one another is characteristic of the holiday season in the USA and the Americans have the capability given their larger amount of discretionary income.

Figure 1. Screen Capture of Coca-Cola's "Anyone Can Be Santa"

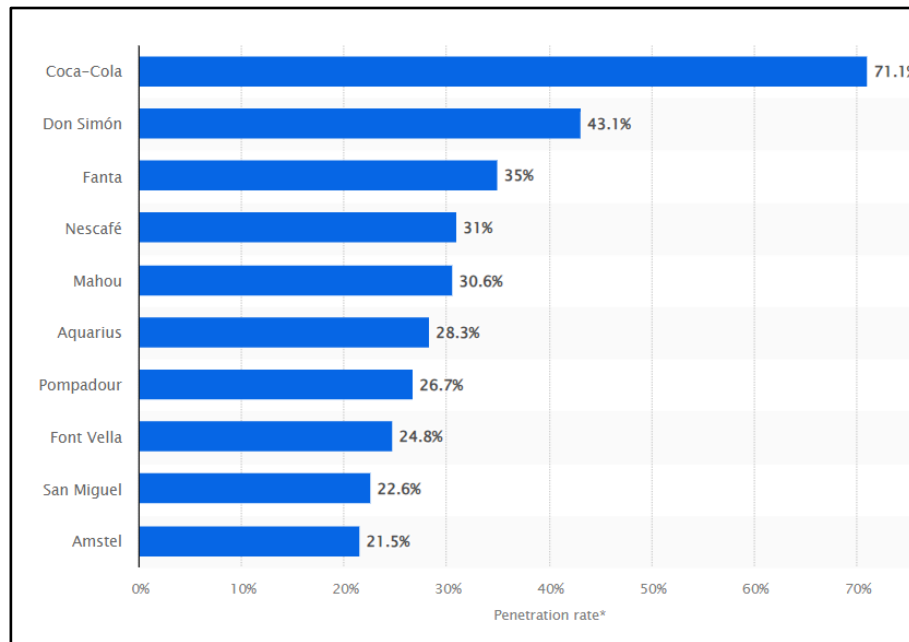


Source: Coca-Cola, still image from *The World Needs More Santas*, March 2024.

Spain, on the other hand, is much more central to the idea of spending more time than money. The advertising campaigns have centered around the idea that these times spent with others need to be highlighted and revered in a visible way and product placement comes secondary. The cultural chapter refers to the fact that bars serve as a social hall to the Spanish people as it is traditional that the homes are kept private. An argument may be presented that Spaniards are still spending money when they go out. However, the average price to eat out ranges from about €10- €20 which is about \$11-\$21 (international living). The expense of going out is not what Americans typically have. Spaniards have a table at a bar for hours at a time, unbothered by waiters where they leisurely eat, drink, and spend time. The concept of binge drinking- having multiple drinks in a short amount of time- is not commonplace in Spain. So,

while one may spend a large amount of money in a night out eating and drinking in the USA, the people in Spain do just that differently.

Figure 2. Market Penetration of Soft Drinks in Spain 2021



Source: Statista March 2024.

This is important as the approach for marketing in Spain for Coca-Cola has placed heavy emphasis on the bars and the ways they bring people together. The Spaniards need no introduction to this idea but have supported the campaigns so much so that Coca-Cola has recirculated their ideas and the ways they have given back to this important part.

Once they made the move abroad, Coca-Cola geared its efforts to appeal to each individual location. Particularly in Spain they have taken a multidomestic approach, suggesting that they tailor their product according to cultural norms and the values of the Spanish people. Prior to determining how their efforts have been successful in this market, it is important to

understand the essence of Spanish culture. Anything from the number of appearances a product has an advertisement to the actual advertisement itself is entirely editable depending on the target audience. As evidenced in my cultural Spanish chapter, this has come in the form of entirely different campaigns than what Coca-Cola is accustomed to. Coca-Cola has found a way to interact with many key cultural elements in the Spanish world. No detail has been spared in the eyes of this global company as to what may be relevant for the future of the brand. The multidomestic capability became their point of focus. The traditional, red-labeled cola adapted as it found its way around the world. In Spain, this took the form of adapting to the lifestyle and the cultural norms. The ability to acknowledge the important factors of their culture is something this brand not only prides themselves on but seeks to improve every day.

The basis in tradition mentioned in the second chapter of this project alludes to the fact that Coca-Cola has attained its global phenom by remaining true to its brand and the traditions it upholds. Tradition is one key factor in the ever-expanding market of Coca-Cola consumption. This was supported by the increase in consumption of Coca-Cola in Spain following the year 2018, the release year of the final advertisement I analyzed for the cultural chapter of this project. The final advertisement was steeped in the idea of bars and their cultural significance, which pertains to the literature of having a brand strong in tradition rather than changing their products. The data found in this chapter supports this claim as well.

Chapter V: Summary, Conclusions and Recommendations

After analyzing the position of Coca-Cola in the market in both the USA and Spain, my hypothesis was supported. Coca-Cola, predominantly due to the difference in available discretionary spending, has remained steadily successful in the Spanish market. The success of the company as a whole could be in part due to the multidomestic approach they follow. Also, the adaptation of marketing campaigns to better align with the culture in Spain may have resulted in their place as the market leader.

The basis of my senior comprehensive project is to analyze the way in which culture can impact marketing. The origins of this idea were a result of a study abroad trip to Seville, Spain in the Fall of 2022 where I had the opportunity to observe how Spanish life differed from what I was accustomed to. The framework for the senior project started as a very vague idea aimed at simply researching marketing and how it may be affected depending on the geographical location where the product is being sold. Specifically, though, the key point in this research is to determine whether the culture of Spain and the United States affect the ways in which the Coca-Cola Company directs their strategy and therefore, marketing efforts. Another key point involves the exploration of Coca-Cola Europacific Partners and how this entity of the Coca-Cola Company finds success in an international marketplace.

The literature surrounding culture in marketing is lackluster for the scope of this paper. Taking this into consideration, however, the analysis within this paper is focused on the strategies employed by Coca-Cola both in the United States and abroad in Spain. The end goal, then, is to not only determine which of these locations has experienced more success, but also explore any possible differences in the structure of the strategies used. The methodology utilized

is a case study of Coca-Cola. The research conducted led to the use of cultural observations as well as financial data. By providing both qualitative and quantitative information, the strategies of Coca-Cola may be easier to understand. The beginning of this senior project details the history of Coca-Cola and the significance of Spain in the story of its success. My hypothesis is that the cultural influence of Spain has led to marked financial achievements as a result of marketing campaigns directed towards catering to the culture of the Spanish people.

One of the most noticeable traits in the gaps of literature is the overall lack of analysis as to how culture affects marketing. Though a global company, Coca-Cola and the strategy it employs are kept well undisclosed from the outside world. After reaching out directly to both the United States and Spain entities, both Coca-Cola associates offered me the same response. The strategies available on the internet are the only ones available to the public. Part of this may fall on the different firms globally that Coca-Cola relies on for their communications and the regulations they impose in the industry. This posed a large gap in the available information to compare and further analyze.

The cultural chapter of this project explored specific advertisements produced by the Coca-Cola Company. These became exemplary of the way in which Coca-Cola looks to focus on what is important culturally. One of the ads specifically pertained to the Spanish culture and their usage of bars as social havens. This advertising campaign did not stop at familiar scenes of Spanish culture. The Coca-Cola Company took it a step further to offer promotions to different bars around the area. Their mission was clear- to highlight a wildly important element in the lives of the Spaniards in Spain.

An analysis of the beverage market in the United States and Spain led to the realization that Coca-Cola ranks in the top tier in both cases. In Spain, the popularity of the products has led to them maintaining a top position in the market. The striking facts surrounding the influence of Coca-Cola in the market were further exemplified after looking into the GDP of the country. Though they have marked financial success in their home countries, the commitments of both Coca-Cola entities differ. This was one cultural element that I wanted to highlight despite the nature of the empirical analysis.

This senior project has looked to explore the marketing strategies of a company operating in multiple locations at the same time. By exploring a company like Coca-Cola, the cultural marketing efforts for a worldwide product can be observed in terms of their effectiveness. Since the literature for the role of culture in marketing does not have a lot of research, my analysis adds a new point of view. While the element of culture is important to how companies capitalize in terms of their business, the process of how a company chooses how they want to position in the market is also wildly important.

The strategy the company should utilize should consider the desired position in the market and what they are looking to achieve. The four formats that are unique to the desires of a company are as follows: market leader, market challenger, market follower, and market “nicher.” Once the company takes a stance on where they would like to place themselves in the market, they can continue to build their original brand, or shift their marketing efforts according to location. As evidenced by this project, too, firms should seek to base themselves in a strong tradition rather than change their overall product as they attempt to enter the global economy.

For future research, I would like to expand on the analysis of ads in the United States and how they pertain to our culture. I would also like to observe the ways in which the financials of the Coca-Cola company are impacted depending on the season of the year in both locations. This would be interesting to see if the use of their products is specific to one part of the year over another. I could also explore further how various health regulations may affect the consumption of a product like Coca-Cola. Another element I could observe would be the amount allotted to both CCEP and the Coca-Cola Company in the USA to see how the monetary aspect is a catalyst for more excitable cultural marketing campaigns.

Transcripciones de los anuncios

Anuncio 1: Estamos más cerca de lo que creemos

Un estudio reveló que somos uno de los países donde mejor aceptamos la cercanía del otro.

Aunque el mundo le parezca incómodo

y eso habla de que aquí siempre hay espacio para uno más.

Besamos como si no hubiera un mañana,

saludándonos con rituales inexplicables

y claro invadimos el espacio personal

se pierden las distancias entre padres e hijos

o que invadimos el espacio personal.

Anuncio 2: Benditos Bares

Cada vez que se cierra un bar, se pierden para siempre cien canciones, se desvanecen mil “te quiero” y los goles por la escuadra salen lamiendo el palo.

Porque en un bar nos declaramos, escribimos guiones de cine y hasta redactamos la Constitución.

Aquí o eres de barra o eres de mesa, pero todos somos de bares.

Venimos así de fábrica.

Los satélites detectan un bar cada 18 segundos.

Si no encuentras a alguien, está en el bar.

La red social más grande se llama “bar,” porque nos gusta vernos, tocarnos, estar juntos y juntos vamos a echar una mano a nuestros bares. El lugar donde siempre somos felices.

¡Benditos bares!

Anuncio 3: No bebemos para olvidar, bebemos para disfrutar

Agárrate a la barra, vamos a contarte un secreto: la noche de tu vida no fue para tanto.

¿Recuerdas ese gol con el que el estadio se vino abajo? Lo exageraste un poco, ¿verdad?

¿Por qué las historias se hacen mejores cuando las compartes?

¿Será por nuestros bares? ¿Por lo que bebes?

Es porque somos así, disfrutamos tanto compartiendo algo como viviéndolo.

Y así, aquel Amor de verano, de tanto hablar de él, hoy se ha convertido en Andrés Velencoso y tú, en la envidia de Luarca.

Y aquellas vacaciones desastrosas hoy son dignas de un biopic de Hollywood.

Claro que lo que vives se revaloriza cuando lo compartes.

“vamos a tocar para 1000 personas “... “ Que 1000, 2000 como mínimo “... “ 00s, he oído 2000 espectadores en la barra, alguien da más ..?”

2000 espectadores, adjudicado.

No lo podemos evitar, nos encanta volver a todo lo que nos hace felices, por eso, ¿cómo vas a beber para olvidar? Bebés, para disfrutar.

Translations of the transcriptions of the advertisements

Anuncio1: Estamos más cerca de lo que creemos.

Advertisement 1: We are closer than we think.

A study revealed that we are one of the countries,
 where we best accept the closeness of others.
 Although the world seems uncomfortable,
 here it shows that there is always room for one more.
 We kiss as if there were no tomorrow,
 greeting each other with inexplicable rituals,
 and of course we invade personal space.
 The distances between parents and children is lost,
 so that we invade personal space.
 That speaks of how we are.

Anuncio 2: Benditos Bares

Advertisement 2: Blessed Bars

Everytime a bar closes,
 a hundred songs are lost forever, a thousand “I love you’s”
 are lost forever, and the goals seen in the top corner all hit the post.
 Because in a bar, we declare ourselves, we write
 movie scripts, and we even write the Constitution.
 Here you either belong to the bar or you belong to the table, but we are all
 from bars.
 That’s how we come from the factory.
 Satellites detect one bar every 18 seconds.
 If you cannot find someone, they’re at the bar.
 The largest social network is called “bar,” because

we like to see each other, be together and together,
 we will lend a hand to our bars. The place
 where we are always happy.
 Blessed bars!

Anuncio 3: No bebemos para olvidar, bebemos para disfrutar

Advertisement 3: We don't drink to forget, we drink to enjoy.

Hold on to the bar, we're going to tell you a secret: the night of your life wasn't
 that big of a deal.

Do you remember that goal that brought the stadium down?

You exaggerated it a bit, right?

Why do stories get better when you share them?

Is it because of our bars? Why do you drink?

It's because that's who we are, we enjoy sharing something as much as we do
 living it.

And so, that summer love, from which there is so much talk about, today has
 become Andrés Velencoso and you, the envy of Luarca.

And those disastrous vacations, today, are worthy of a Hollywood biopic.

Of course, what you experience is revalued when you share it.

"we are going to play for 1000 people" ... "That 1000, 2000 at least"...

"00s, I heard 2000 spectators in the bar, does anyone give me more...?"

2000 spectators, awarded [gavel sounds in an auction]

We can't help it, we love to return to everything that makes us happy, so how are you going to drink to forget?

Drink, to enjoy.

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