

The Coca-Cola Company

a belief and behavior activation journey

125 years of sharing happiness



this is a story about

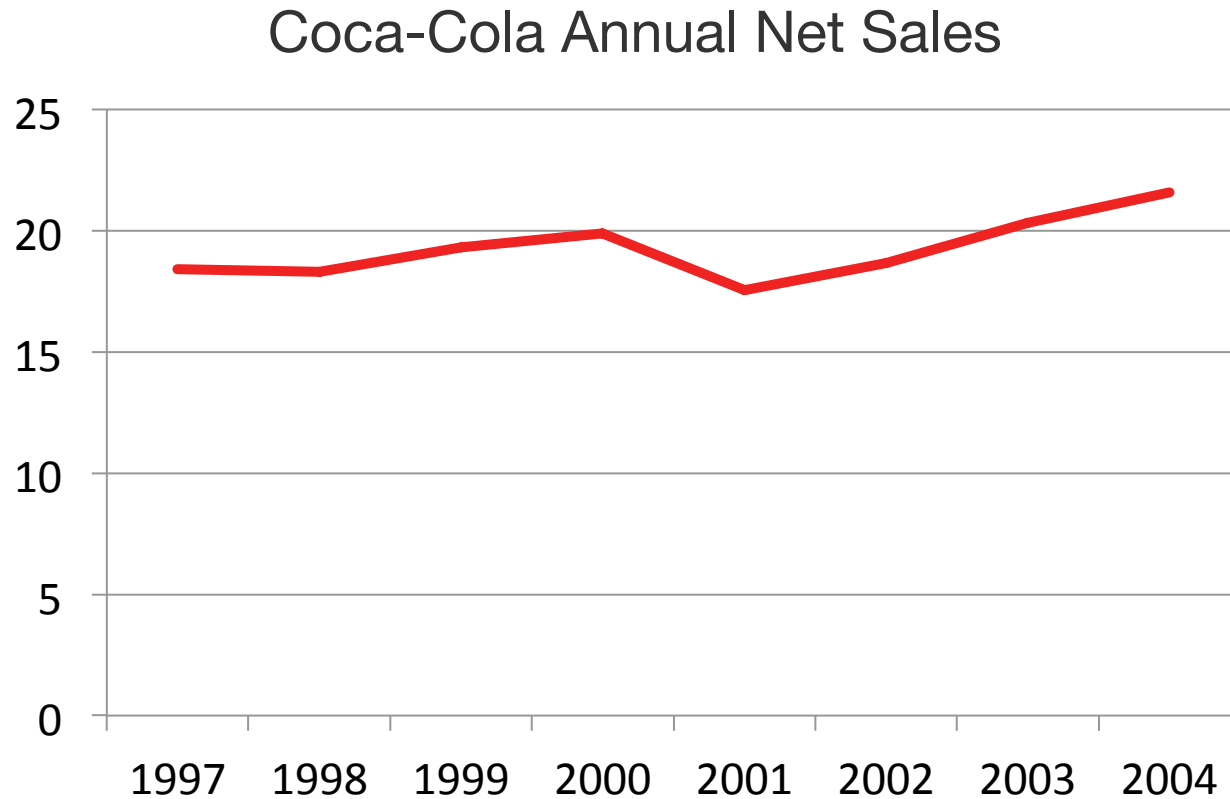
The Coca-Cola Company

**How Coke created value and
reinvigorated growth through brand
belief and behavior**

problem: sales were flat in 2004

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Despite a series of company reorganizations, Coke had failed to spur growth



CEO, Neville Isdell returns in 2004

The Coca-Cola Company



Unhappy with their lack of success, Coke's board of directors asked 40-year Coke veteran, Neville Isdell, to return from retirement to help right the ship. He identifies the problem immediately...

“ We have lost our vision.

There is no clarity about where we are going and what we need to do.

We need to go back to our roots and start seeing ourselves as more than a carbonated soda business. We are in a creative-service business.”

Neville recenters on **belief + behavior**

Coke had lost their vision.

In order to get it back, Neville focused the company on activating brand behavior:
not just what a brand believes, but what it does.

brand belief



brand behavior



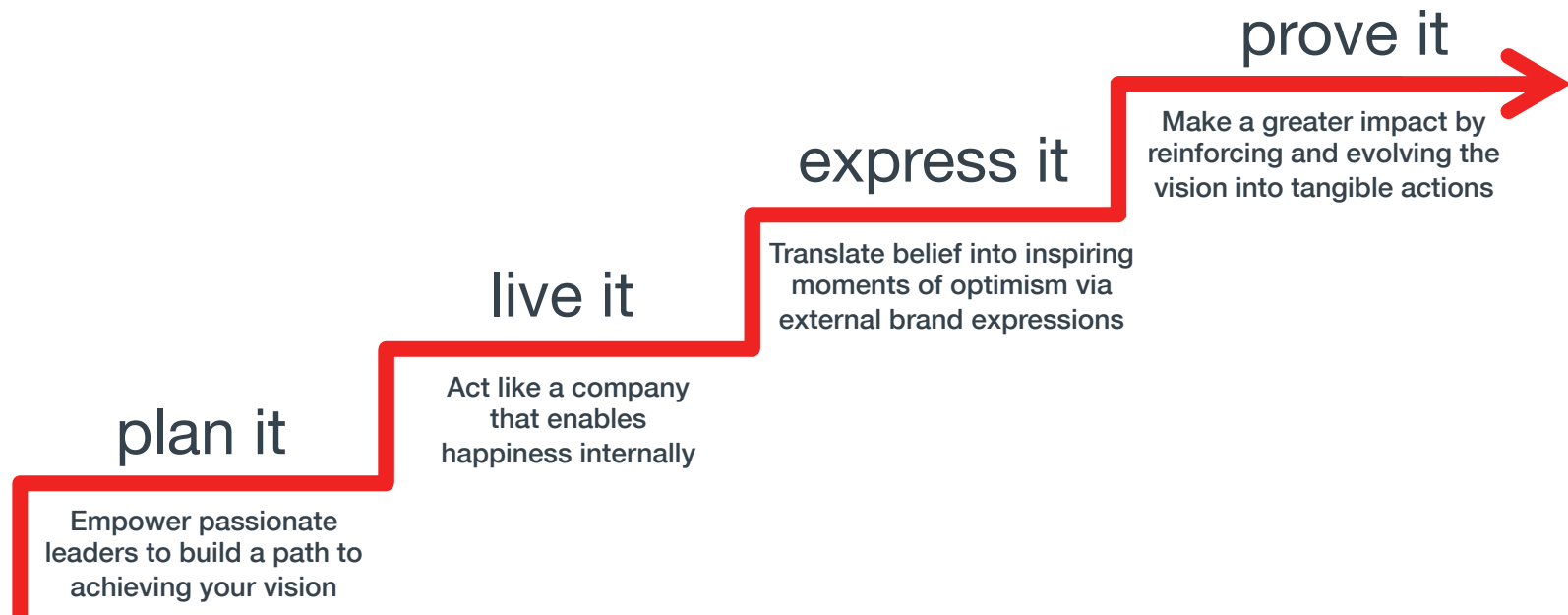
how they did it

activating brand behavior

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At a macro level, Coke needed to refocus on strengthening their core business and enabling greater levels of happiness, both inside and outside of their company

So they set out to do it in stages



plan it ->

Empower passionate leaders to build
a path to achieving your vision

finding areas for **improvement**

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Before creating a plan, HR reached out to employees to identify what areas could improve. They asked...

1. How well are we operating?
2. What's getting in our way to perform?
3. What's the level of trust?
4. What's your view of leadership?
5. What is collaboration like?

what they discovered

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Themes that stood out

- The business and its people lacked a clear direction and a common purpose
- Many mentioned low morale and strained relationships resulting from past attempts at reorganization
- Employees were dealing with challenges reactively and not as a unified team
- The business model was focused on short-term results

“ Calling the problems out was a critical first step in recognizing the need for a common framework to move the company forward.

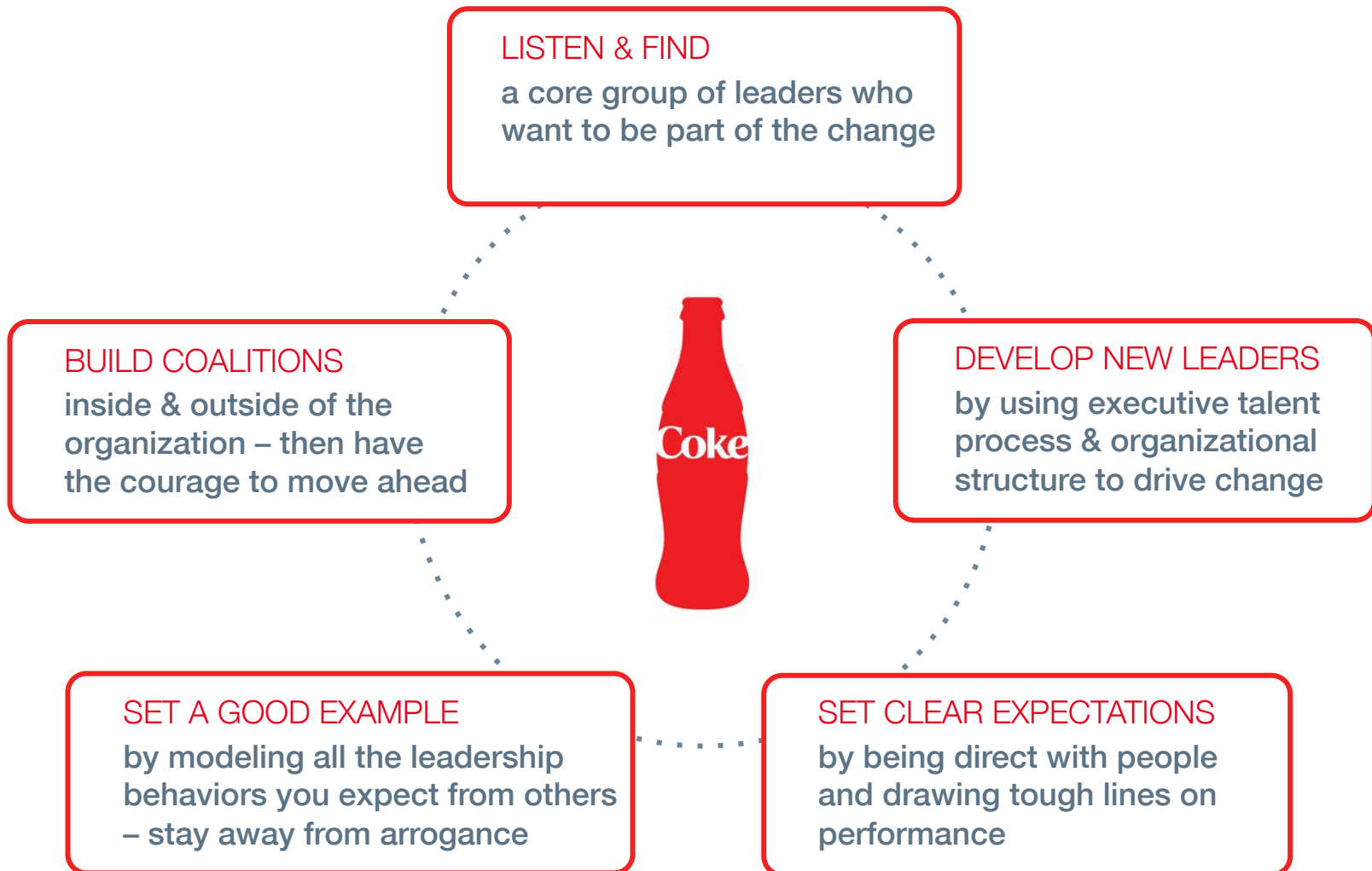
We, as leaders, spent a lot of time together looking at those hard truths. ”



— Cynthia McCague, EVP Human Resources

Neville institutes “Principles for Change”

The Coca-Cola Company



150 passionate leaders empowered

The Coca-Cola Company

In response to Neville's principles, a task force was formed to lead the charge, and come up with a plan to get Coke back on track



“ There were people who knew what needed to be done and were looking for leaders to allow them to perform, so we let them take ownership ”

— E. Neville Isdell, CEO

So, **150 senior leaders** from around the globe got together to **write a manifesto** for the company, incorporating input from the top 400

‘Manifesto for Growth’ kickstarts vision into action!



these powerful words **act as a rallying cry**

“ The Coca-Cola Company is on a journey. It is a **bold journey, inspired by our simple desire for sustainable growth**, and fueled by our deep conviction that collectively we can create anything we desire.

At its inception, the foundation for this journey has been termed Our Manifesto for Growth. **Our Manifesto represents the beginning of a journey** which, in fact, will never end. It is a foundation upon which we will build sustainable growth as each and every member of the Coca-Cola system recognizes and invests in **our rich long-term opportunities**, while also accepting a **renewed responsibility** for meeting our **short-term commitments**.

The goals are simple: We will **reinvigorate growth** for our Company, and we will **inspire our people**. Likewise, our strategy is simple: We will accomplish our goals by **building a portfolio of branded beverages**, anchored in our icon, Coca-Cola®, and by **enabling superior market execution globally and locally -- aligning and leveraging** the power of our global network.

Ultimately, this journey will be **propelled by unleashing the collective genius** of our organization that will **make sustainable growth a reality**. We take this journey because it is in our very nature to **innovate, create and excel**.

It is who we are.”

Our Manifesto for Growth

Our journey begins

The Coca-Cola Company

this manifesto includes...



behavior

To refresh the world in body, mind, & spirit
To inspire moments of optimism through our brands
To create value and make a difference everywhere we engage

territories

Profit Maximize long-term return to shareowners while being mindful of our overall responsibilities.
People Be a great place to work where people are inspired to be the best they can be.
Partners Nurture a winning network of customers and suppliers, together we create mutual, enduring value.
Planet Be a responsible citizen that makes a difference by helping build and support sustainable communities.
Productivity Be a highly effective, lean and fast-moving organization.
Portfolio Bring the world a portfolio of quality beverage brands that anticipate & satisfy people's desires & needs.

principles

Leadership The courage to shape a better future
Collaboration Leverage collective genius
Integrity Be real
Accountability If it is to be, it's up to me
Passion Committed in heart and mind
Diversity As inclusive as our brands
Quality What we do, we do well

2

And as we've put our
Manifesto into Action,
we've kept our promise
to win by creating
something we know is
within us ...

3

A greater company.

The

the manifesto is **exactly what Neville was looking for**

“ Our people needed a **new vision** for the future and a path toward growth. With the Manifesto for Growth, **they created one.**

This **clear vision** drove us to invest in our brands, research and innovation, and our people.

It helped restore **belief** that **we could win again**, which was soon followed by actual wins as our associates and our bottling partners **helped us become the Company that we knew we could be.** ”



— E. Neville Isdell, CEO

clear vision creates framework

The Coca-Cola Company

Principles for Change and Manifesto for Growth show people what they need to do

“Principles for Change”



“The manifesto is a framework that gives direction and helps me in my role to see the opportunities where I can make a difference and put my ideas into action. The manifesto is connected to everything we do.” —Alba Adamo, Coke employee

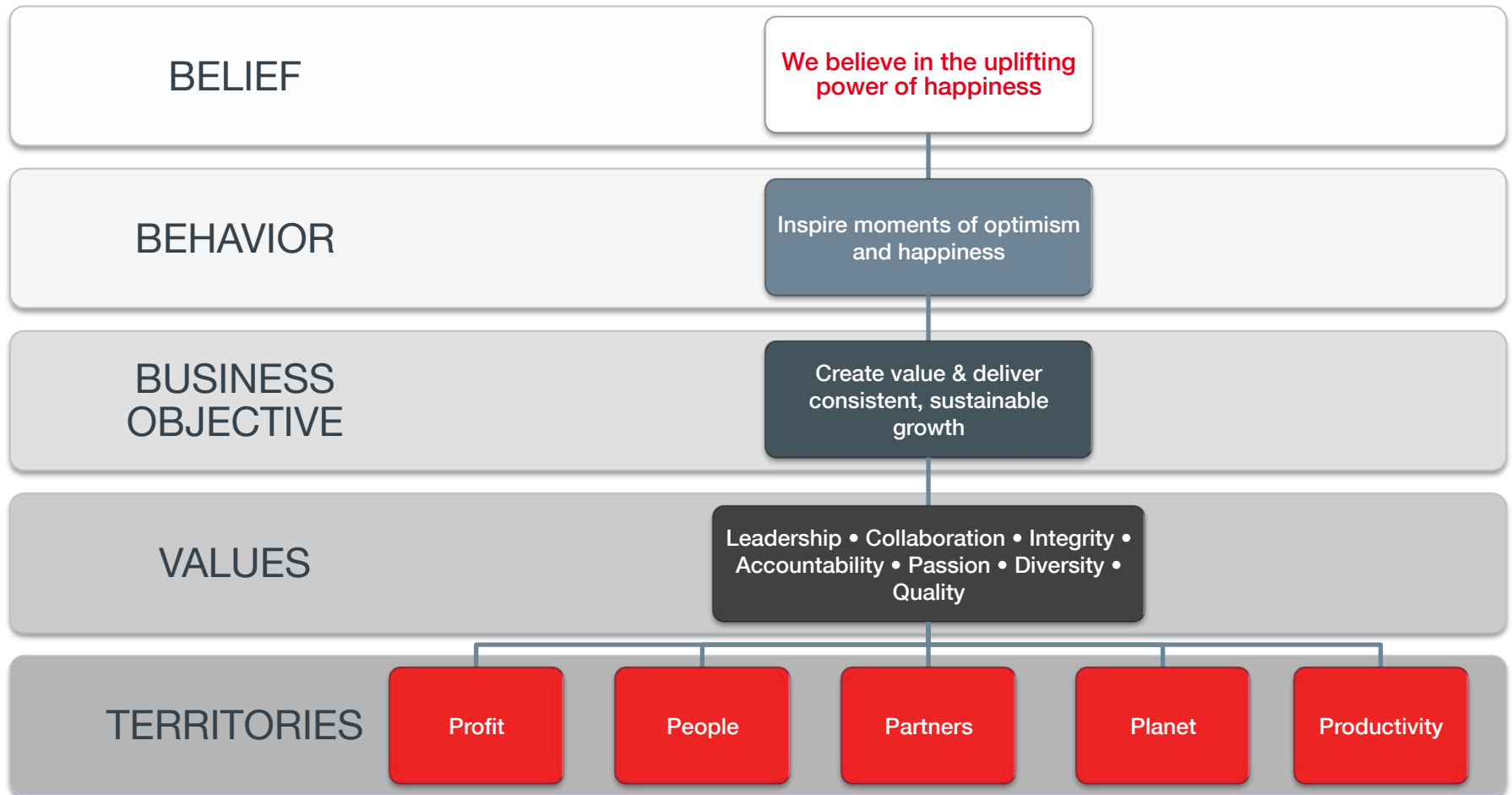
framework connected to business growth *The Coca-Cola Company*

In order to maximize the impact of their new vision, Coke set a long-term business objective with a clear definition of success



how the pieces come together

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live it -> Act like a company that enables happiness internally

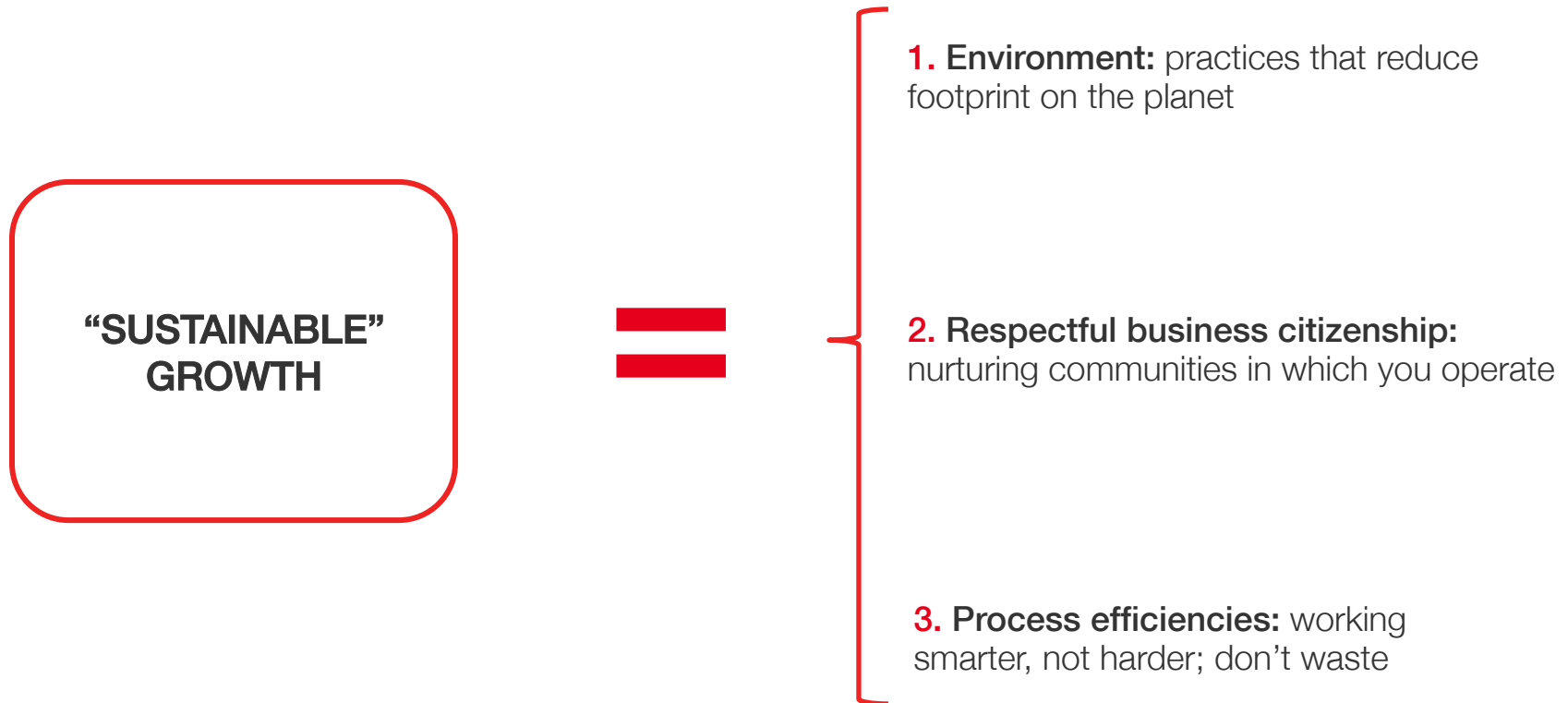
Coke's Territories The 5P's

The Coca-Cola Company



Coke defines **sustainable** in 3 ways

The Coca-Cola Company



PEOPLE

action statement:

Be a great place to work, where people are inspired to be the best they can be.

areas of focus:

employee input

- Developed and implemented action plans from Employee Insights Survey

health and safety

- Implemented system-wide metrics for health and safety



workers rights

- Formally pledged support for the United Nations Global Compact
- Introduce and implemented Workplace Rights Policy in 2006

PLANET

action statement:

Be a responsible global citizen who makes a difference

areas of focus:

refrigeration

- Completed transition to hydroflourocardbon free insulation for 98% of new refrigerated sales and marketing equipment
- Placed 2,000 HFC free CO2-refridgerated coolers and vending machines in the market, bringing total placements to 4,000
- Introduced EMS-55, a device that can generate energy savings of up to 35% in purchase of new coolers



emissions

- Achieved 100 percent compliance with wastewater standards by 2010
- Developed water strategies and initiative using data from global water risk assessment
- Continued comprehensive reporting on our carbon footprint and our corresponding climate protection activities

PLANET (continued)

action statement:

Be a responsible global citizen who makes a difference

areas of focus:

packaging

- Strengthened the integration of environmental considerations into the packaging design process
- Launched initiatives to enhance global environmental packaging performance metrics



environmental leadership

- Joined Global Greenhouse Gas Register of the World Economic forum

PARTNERS

action statement:

Nurture a winning network of partners and building mutual loyalty

areas of focus:

bottler relations

- Held first relations workshop with largest bottling partners
- International Labor Organization conducted an independent assessment of human rights in the workplace at Coca-Cola bottler facilities in Columbia



PORTFOLIO

action statement:

Bring the world a portfolio of beverage brands that anticipate and satisfy people's desires and needs



areas of focus:

product range

- Launched more than 400 new beverage products, bringing the total to nearly 2,400
- Launched “Make Every Drop Count” marketing campaign to communicate beverage portfolio breadth and range

nutrition

- Extended availability of beverages and nutritional information for consumers
- Launched web site for the Beverage Institute for Health and Wellness
- Expanded the range of low and no calorie alternatives by 23%
- Increased variety of package sizes, including 100-calories cans

PROFIT

action statement:

Maximize return to shareowners while being mindful of our overall responsibilities

areas of focus:

stakeholder engagement

- Established a Stakeholder Relations department
- Held stakeholder forums with leading international nongovernmental organizations
- Launched global stakeholder engagement toolkit



EMPLOYEE ENGAGEMENT IN 5 Ps

For employees to collaborate in activating the 5 Ps, Coke set-up *Info Hub* to allow for feedback and discussion



TRACKING PROGRESS

Coke created report cards to track quarterly progress on their 5P goals and set new goals

SETTING GOALS AND MEASURING PERFORMANCE ENSURES THAT WE ARE MAKING PROGRESS.

We commit to better understand and address the material issues facing our business, set short- and long-term targets, measure the way we integrate corporate responsibility and stakeholder engagement into our business, measure performance, and communicate and share our progress. We provide qualitative data in the areas where we do not have quantitative performance data.

Material Issue	Our Goal	2019 Progress	2020 Progress and Targets	Target
Environmental Sustainability	Reduce greenhouse gas emissions and water use	<ul style="list-style-type: none"> Established science-based targets (SBTs) for greenhouse gas emissions Implemented a plan for our packaging facilities, which the World Resources Institute (WRI) ranked as the top value of our facilities in 2019 	<ul style="list-style-type: none"> Continued to integrate sustainable responsibility into day-to-day management of business Developed and rolled out new version of our sustainability Focus on water responsibility through conservation and treatment efforts 	On Track
Environmental Sustainability	Reduce greenhouse gas emissions and water use	<ul style="list-style-type: none"> Expanded quantitative and qualitative activities this quarter Key progress on "environmental impact" in the 2019 Sustainability Report Our 2019 Sustainability Report 	<ul style="list-style-type: none"> Developed the report using 100 thousands Conduct internal and external activities to the development of the report Include more water and energy Developing ongoing relationship with Include industry comparison and benchmarking 	On Track
Stakeholder Engagement	Improve dialogue with global stakeholders	<ul style="list-style-type: none"> Established a stakeholder dialogue Established engagement mechanisms in subsidiaries and other Increased stakeholder engagement in various regions Key stakeholder groups with leading international engagement opportunities Expanded engagement with our customers Integrated stakeholders into various and other group-level work in function and role 	<ul style="list-style-type: none"> Launch global stakeholder engagement center in 2020 Expand stakeholder engagement across from 2019 (multiple target focus) Continue expanding dialogue to better understand needs of stakeholder regions 	On Track
Stakeholders	Strengthen relationships with stakeholders	<ul style="list-style-type: none"> Established global stakeholder dialogue and dialogue mechanisms Conduct an internal review of stakeholders in the 2019 Sustainability Report Expanded environmental, health and safety (EHS) to the portfolio strategy for all companies, including internal facilities Expanded work with 1,000+ suppliers Expanded stakeholder engagement with the B2B with an engagement to meet business and to discuss about the customer sector 	<ul style="list-style-type: none"> Partially developed our support for the United Nations Sustainable Development Goals (SDGs) Expanded stakeholder engagement with target setting partners Developed and expanded stakeholder dialogue in 2020 Expanded stakeholder engagement and conduct an independent assessment of human rights in the portfolio and the United Nations Sustainable Development Goals (SDGs) Expanded our first sustainability strategy in health and safety in 2020 	On Track
Stakeholders	Strengthen relationships with stakeholders	<ul style="list-style-type: none"> Expanded stakeholder engagement in various regions Expanded stakeholder engagement in various regions 	<ul style="list-style-type: none"> Conduct a full assessment of engagement and work Expand stakeholder engagement in various regions Expand stakeholder engagement in various regions 	On Track

Information is not final. Subject to audit, management, change, review and other relevant information.

Report Card: 2019/2020

Report Card: 2019/2020

Report Card: 2019/2020

Report Card: 2019/2020

Report Card: 2019/2020

Report Card: 2019/2020

express it -> Translate belief into inspiring moments of optimism via external brand expressions

designing on purpose

Another pivotal moment occurred when Coke created a new position, hiring David Butler to be their Chief Design Officer (in 2004)

David brought a new level of creativity to Coke's business objective: **create value, and deliver consistent sustainable growth**

Focusing on *creating value & consistency*, David broadened the use of design beyond just aesthetics, into **3 areas that impact their bottom line:**



"The reality of the [Coke] business is that it's a flow of material and energy on a massive scale. If you distill it down, big giant brands, big scale. You create value through design." —David Butler

an example of purposeful design



The Freestyle machine is an exciting, innovative way to pour drinks, but for Coke it solves real business needs.

Solves the following business problems:

- How to satisfy a consumer base moving away from carbonated beverages
- How to lighten the carbon footprint of hauling gallons of syrup around the world
- How to offer maximum variety within the cramped confines of fast-food restaurant or cafeteria
- How to get accurate, real-time feedback on customer choices

communication shifts from **product desire** to **happiness in a bottle**

To date, Coke ads revolved around product desire and classic brand without higher order or purpose.

Launch of the Happiness Factory Coke began to focus communications around delivering 'happiness' which increased brand preference by 6% in 2008



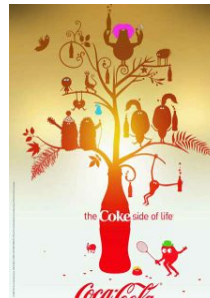
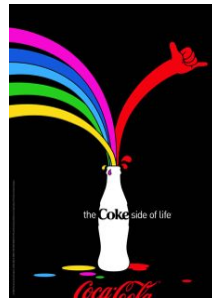
Product-Centric Ads



Happiness Factory

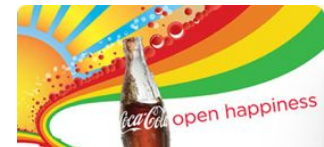


The Coke Side of Life



Coke creates an aspirational message in the 'Coke Side of Life', but is largely visual and undefined

Open Happiness



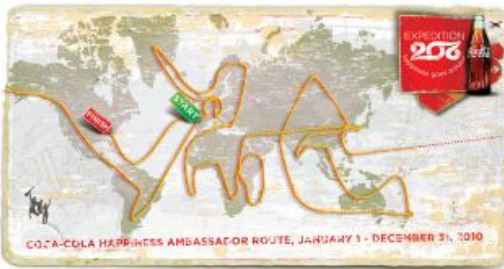
Open Happiness connected belief to product, by alluding to the concept of happiness in a bottle.

expressions in real life

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Going beyond TV & Print, Coke finds additional ways to deliver happiness to the world

EXPEDITION 206



Expedition 206 used social media to nominate 3 people to travel the world for a year as “Happiness Ambassadors” delivering happiness in the 206 markets where Coke is sold

THE HAPPINESS MACHINE



The Coke Happiness Machine lived in the middle of college campuses delivering not only free Cokes, but flowers, hugs and epically large subs

THE HAPPINESS TRUCK



Following the success of the Happiness Machine, the Happiness Truck traveled the world delivering free coke, drawing huge crowds and smiles

SOCIAL TOOLS FOR MAKING THE NET A HAPPIER PLACE



Have a friend that's feeling down? Send 'em a Coke from a furry icon or words that heal a woeful heart from Dr. Pemberton with the Coca-Cola Facebook "Ahh Giver".

prove it ->

Make a greater impact by reinforcing and evolving the vision into tangible actions

Muhtar Kent assumes job of CEO

The Coca-Cola Company



After spending four years getting Coke back on track, Neville Isdell **hands the top job to his protégé Muhtar Kent** (in 2008) – with the expectation he will build on the company they had built

So Muhtar begins a new chapter, and further defines the vision...

Muhtar creates the 2020 VISION

The Coca-Cola Company

“ The world is changing all around us. To continue to thrive as a business over the next ten years and beyond, we must look ahead, understand the trends and forces that will shape our business in the future and move swiftly to prepare for what's to come.

We must get ready for tomorrow today. That's what our 2020 Vision is all about. It creates a long-term destination for our business and provides us with a "Roadmap" for winning together with our bottling partners ”



— Muhtar Kent, CEO

2020 VISION starts a new chapter

The Coca-Cola Company

“Coke will achieve the following by the year 2020...”

Double
revenue and
increase
system
margins

PROFIT



Become
one of the
world's
premier
employers

PEOPLE



Be the most
preferred and
trusted
business
partner

PARTNERS



Attain
corporate
global
leadership in
corporate
sustainability

PLANET



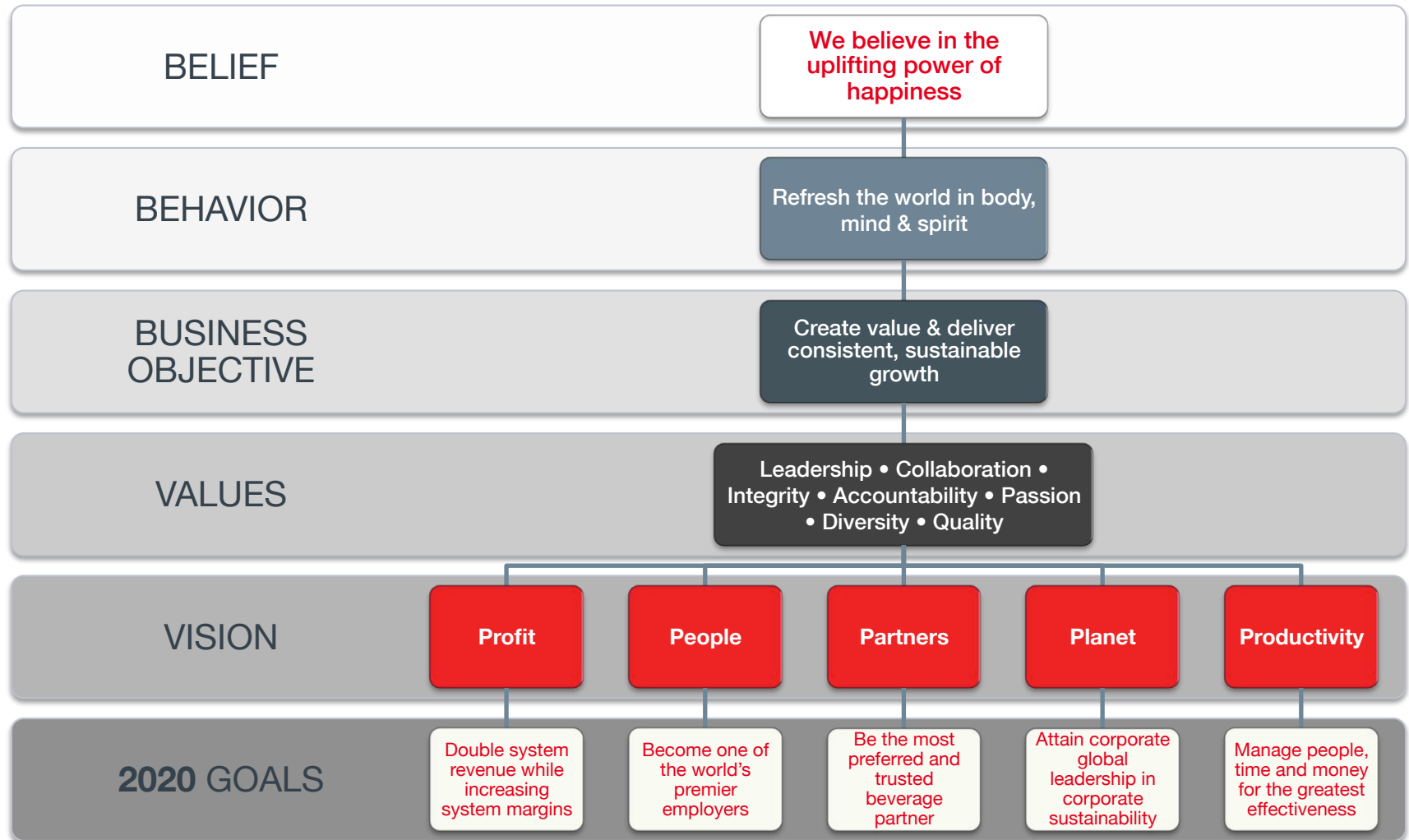
Manage
people, time
and money for
the greatest
effectiveness

PRODUCTIVITY



how the plan takes shape

The Coca-Cola Company





Our Mission
To refresh the world...
Inspire moments of optimism and happiness...
Create value and make a difference.



ROADMAP FOR WINNING TOGETHER: TCCC & OUR BOTTLING PARTNERS

Our Vision	Our Goals	Our System Priorities – Consumer / Customer and Commercial / Franchise	Our Metrics
PROFIT	More than double system revenue while increasing system margins.	Maximize Company and bottler long-term cash flow: <ul style="list-style-type: none"> Boost system investment in sales and market execution. Operate the lowest cost manufacturing and logistics in every market, while maintaining our quality standards Use our size and expertise to create economies of scale. 	<ul style="list-style-type: none"> Total shareowner return Economic profit growth System cash flow
PEOPLE	Be a great place to work.	Attract, engage and retain the best talent: <ul style="list-style-type: none"> Increase people's system knowledge and cross-system movement. Inspire our people to be passionate ambassadors for our brands. Recruit, develop and advance women and achieve true diversity. 	<ul style="list-style-type: none"> Engagement Employer of choice Workplace rights Diversity Retention
PORTFOLIO	More than double our servings to over 3 billion a day. Be #1 in NARTD business in every market and every category that's of value to us.	Develop and deploy the world's most innovative and effective marketing. Win with Coca-Cola: <ul style="list-style-type: none"> Accelerate growth of Trademark Coca-Cola, the epicenter of our business. Act now to ensure the next generation of youth falls in love with Coca-Cola. Aggressively increase the value of our portfolio: <ul style="list-style-type: none"> Acquire or develop scalable, innovative premium brands. Bring innovations to the market faster. Satisfy the needs of older consumers with the right brands and marketing. Together with our bottlers, use new technologies to reinvent our fountain business. Ensure that our products are always the 'gold standard' for quality. 	<ul style="list-style-type: none"> Volume & value share Servings growth Brand health Category ranking # of new billion dollar brands Commercialization: <ul style="list-style-type: none"> Percentage Speed Longevity Quality index
PARTNERS	Be the most preferred and trusted beverage partner.	Think and act like an integrated global enterprise while intensifying our local focus. Become a critical part of our customer's growth strategies: <ul style="list-style-type: none"> Align our franchise structure to create unsurpassed value for our customers. Focus on selling and merchandising; be flexible on delivery method. Win at the point of sale: <ul style="list-style-type: none"> Anticipate and serve local tastes, traditions and needs, providing outlets with products and communications tailored to their specific shoppers. Expand immediate consumption investment. 	<ul style="list-style-type: none"> Customer relationship health Retail sales growth Shopping trips with a Company product Immediate consumption growth
PLANET	Global leadership in sustainable water use. Industry leadership in packaging, energy and climate protection	Create competitive advantage by fulfilling our Live Positively commitments: <ul style="list-style-type: none"> Community Workplace Marketplace (beverage benefits and active, healthy living) Environment (climate packaging and water) 	<ul style="list-style-type: none"> Reputation tracking Environmental performance Safety record
PRODUCTIVITY	Manage people, time and money for greatest effectiveness.	Design and Implement the most effective and efficient business system: <ul style="list-style-type: none"> Redirect resources to drive profitable growth. Standardize and simplify our business processes, data and IT systems. Create a competitive cost advantage across the entire supply chain. Build a continuous improvement and cost management culture. Minimize our energy use. 	<ul style="list-style-type: none"> Market-driven spending levels Supply chain costs Overhead per unit Total energy use

OUR WINNING CULTURE:

LIVE OUR VALUES

FOCUS ON THE MARKET

WORK SMART

ACT LIKE OWNERS

BE THE BRAND

Planet: sustainability goals

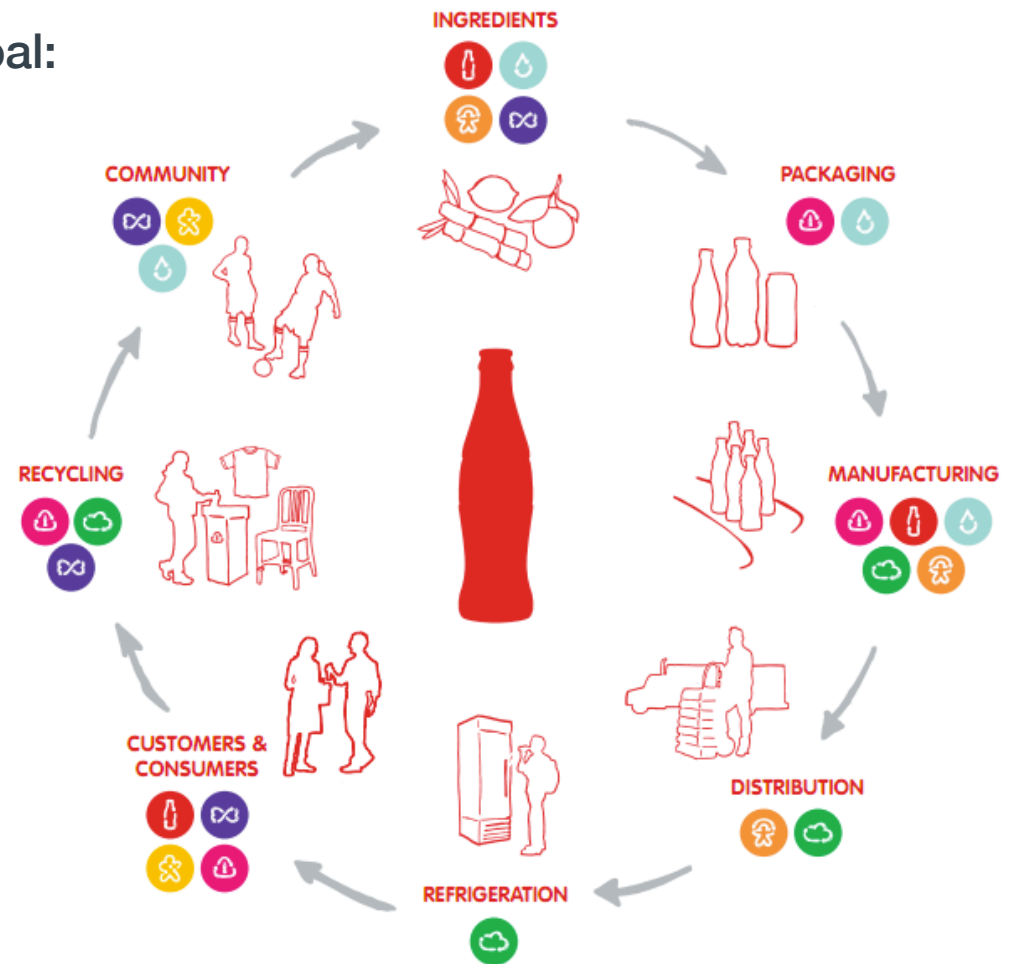
The Coca-Cola Company

Created the 'live positively' initiative to achieve their 2020 goal:

Attain corporate global leadership in corporate sustainability



LIVE POSITIVELY™ focuses on seven core areas key to our business sustainability, with measurable goals and metrics for the Company and the Coca-Cola system. Some goals are "stretch" aspirations, and at times, despite our efforts, marketplace and other conditions may impact our ability to meet these goals. To learn more, visit www.sustainability.thecoca-colacompany.com.



People: 5by20

The Coca-Cola Company

Created the 5by20 initiative to:

Empower 5 Million Women throughout the Coke organization by 2020

Coca-cola plans to double the size of its business globally by 2020 and women run businesses play an important role in the coke network. The 5by20 plan provides women access to finances, business skills and mentors in order to grow their business futures.



Enhancing economic opportunities for women in the Coca-cola network will result in increased incomes, enhanced business skills, increased stature within the community and improved potential for communities – Muhtar Kent



5 by 20 is exactly the type of investment that we need in order to reinvigorate our economies and foster long-term, sustainable growth. – Melanne Verveer, US Department of State

results

a few achievements

The Coca-Cola Company

- **'Coke'** second most recognized word in the world (after 'Okay')
- **World's most valued brand (\$70.5 B)**
- **Servings: 1.5 billion per day**
- **Products: 2,800**
- **Locations: 200+ countries**
- **One million employees system-wide**
- **343 consecutive quarterly dividends**



portfolio: **fifteen** billion-dollar brands

The Coca-Cola Company



Coke keeps laser focus on growing what they know... beverage brands



results: significant growth since 2004

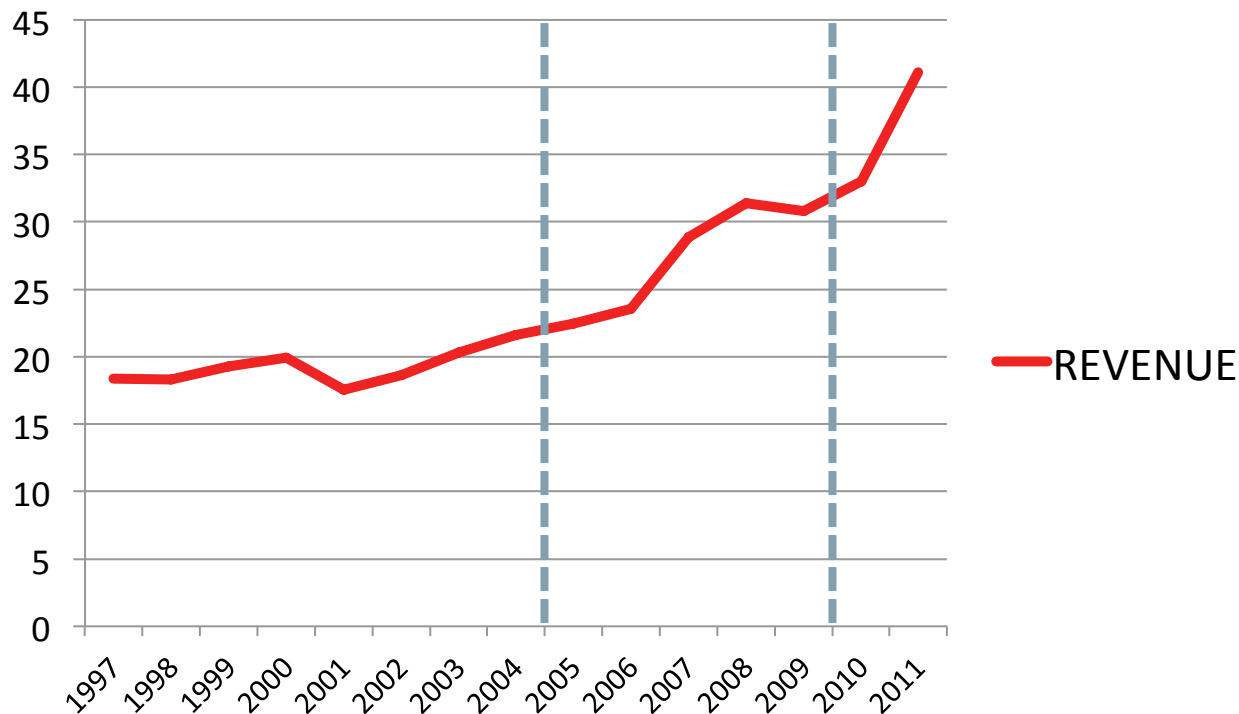
The Coca-Cola Company

Revenue 2005: \$23B



Revenue 2011: \$41.1B

REVENUE IN BILLIONS



results

The Coca-Cola Company

Year Ended December 31,	2010	2009	2008	2007
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SUMMARY OF OPERATIONS

Net operating revenues	\$35,119	\$30,990	\$31,994	\$28,857
Operating Income	8,449	8,231	8,446	7,252
Net income attributable to shareowners of The Coca-Cola Company	11,809	6,824	5,807	5,981

PER SHARE DATA

Basic net income	\$5.12	\$5.12	\$2.51	\$2.59
Diluted net income	5.06	5.06	2.49	2.57
Cash dividends	1.76	1.76	1.52	1.36

BALANCE SHEET DATA

Total assets	\$72,921	\$72,921	\$40,519	\$43,269
Long-term debt	14,041	14,041	2,781	3,277

results

The Coca-Cola Company

UNIT CASE VOLUME (in billions)



NET OPERATING REVENUES (in millions)

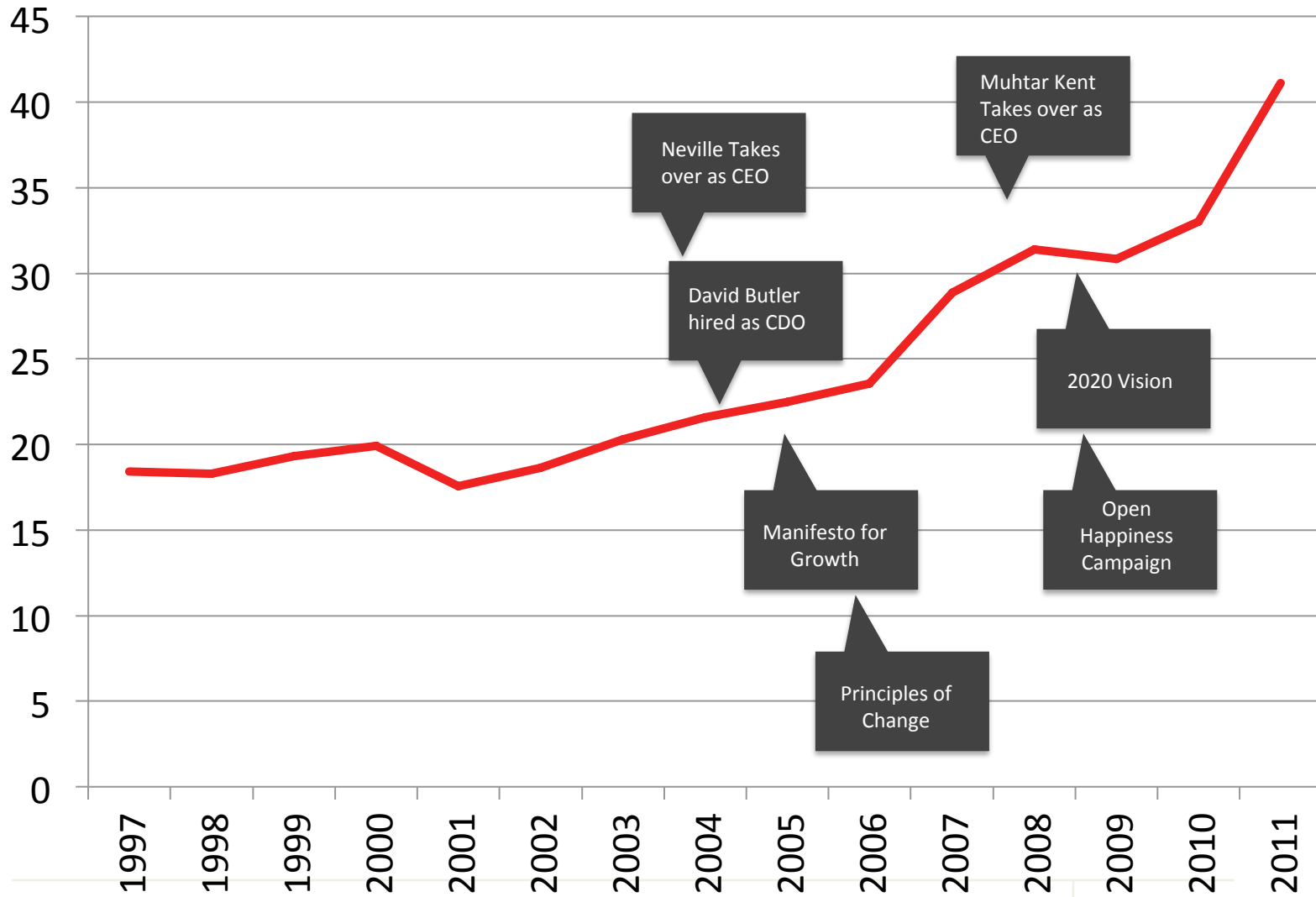


NET INCOME (in millions)



OPERATING CASH FLOW (in millions)





Keys to Coke's Growth

The Coca-Cola Company

- ❑ Provide a clear company vision grounded in brand belief & behavior
- ❑ Focus and find efficiencies in core business
- ❑ Expand business wisely (pick regions and markets that have a need)
- ❑ Improve leadership training and employee feedback systems so employees perform at their best
- ❑ Foster open communication with key stakeholders (consumers, customers, shareholders)
- ❑ Empower employees to bring your vision to life (let them own the plan)
- ❑ Setup unifying systems for internal communication, so everyone is on the same page (intranet, webcasts, internal magazine)
- ❑ Create metrics that hold everyone accountable for successfully achieving the plan (quarterly report card system)
- ❑ Respect the world you live in, and do things to make it better (sustainability)



thank you

@hungrystratgist

Strategic planner with 5+ years of agency experience - acting as a thinker, problem solver, and story teller, for a wide variety of brands.

WHAT I BELIEVE:

- + The best brands view media as the space between an idea and their audience.
- + People don't buy what you do, they buy WHY you do it.
- + Understanding people as an audience of your brand (not just consumers of your products) drives new ways to engage - and story telling that speaks to them.
- + When telling stories... don't interrupt your audience, do something that interests them (entertain them, solve a problem, or help them to express themselves).



– appendix –

belief + behavior activation roadmap

The Coca-Cola Company

CEO, Neville Isdell,
is **re-hired** (2004)



Neville **promotes**
4 Executive leaders

EVP HR:
Cynthia McCague



EVP Marketing:
Mary Minnick

EVP Bottling:
Dominique Reiniche



Head of International:
Muhtar Kent

HR conducts
employee
engagement survey
– finds areas for
improvement –
including **need for a**
clear vision and
honest feedback

Neville institutes
his **principles for**
change to
provide much
needed focus to
leaders and
associates

Our Manifesto for Growth

Our journey begins

The Coca-Cola Company

Enlist **400 top performers** to help
expand thinking into tangible next
steps. Create internal rally-cry book
titled: **Our Manifesto for Growth**

Book lays out a **clear vision** that
inspires change and fresh thinking

Task force
creates
Mission, Vision,
& Values –
which sets new
course for the
company/

New Exec
leaders
create a **task**
force of **150**
of Coke's
most
passionate
leaders

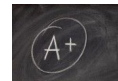
Neville forms an
external coalition
where **1,000 key**
stakeholders
(i.e. customers,
shareholders,
and experts) can
give feedback

Executive leaders meet
face-to-face with all
associates to **share the**
new vision – and
institute specific goals
for each group

Company creates
internal information hub
to **unify all branches**
within the organization



Quarterly report card
created to track
performance and
reinforce importance of
new company vision



In 2009, to **stay focused**
and continue growth
Coke's new CEO, Muhtar
Kent (Neville's protégé),
reveals next chapter:

2020VISION

Connecting Belief to Growth – a Roadmap



Notable Sources

The Coca-Cola Company

Refreshing a Beverage Company's Culture: <http://www.shrm.org/Publications/hrmagazine/EditorialContent/Pages/1107awardsfox.aspx>

Neville Isdell's Letter to Shareowners: http://www.thecoca-colacompany.com/investors/annualandotherreports/2005/pdf/ar/koar_05_letter_shareowners.pdf

Coca-Cola Corporate Responsibility Report: http://www.thecoca-colacompany.com/ourcompany/pdf/corporate_responsibility_review.pdf

"Designing on Purpose" David Butler Interview: <http://www.adaptivepath.com/ideas/designing-on-purpose-an-interview-with-david-butler-vp-of-design-at-coca-co>

Corporate Articulation of Design: http://www.pratt.edu/pratt_blog/view/the_corporate_language_of_strategic_design/