

# **Strategy, Structure, and Antitrust in the Carbonated Soft-Drink Industry**

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# Strategy Structure And Antitrust In The Carbonated Soft Drink Industry

**Albrecht Rothacher**



## **Strategy Structure And Antitrust In The Carbonated Soft Drink Industry:**

Strategy, Structure, and Antitrust in the Carbonated Soft-Drink Industry Timothy Muris, David T. Scheffman, Pablo T. Spiller, 1993-05-30 Pepsi Cola and Coca Cola are widely recognized as being two of the premier marketing companies in the world. They have introduced a great variety of new products and package types. They have raised celebrity advertising to a new level. Coca Cola even changed the formula for Coke. These and other developments in the carbonated soft drink industry came about from major strategy changes by Pepsi Cola and Coca Cola. Rather than simply reacting to a changing competitive environment, PepsiCo and The Coca Cola Company have created and implemented strategies that turned the new environment to their advantage. Although Pepsi Cola attacked Coca Cola's dominance and achieved near parity with Coke in bottled soft drinks, both Coke and Pepsi have benefitted from fighting the Cola Wars. The battle between them has stimulated continuing growth in an industry regularly pronounced by the experts for many years to be on the verge of maturity. One widely ignored aspect of the Cola Wars is the ongoing transformation of the soft drink distribution systems of Coca Cola and Pepsi Cola from systems of independent bottlers to captive bottling subsidiaries. Chandler advanced the hypothesis that successful firms develop strategies to take advantage of new opportunities and that those strategies then determine the organizational structure required for effective implementation. We find that changes in the organization of the two leading carbonated soft drink firms' distribution systems provide support for Chandler's hypothesis. The independent bottling systems were a unique and effective organization for many decades. Changes in the external environment, however, raised the costs of transacting between the parent concentrate manufacturers and their independent bottlers. In particular, the new competitive environment required rapidly changing product and marketing strategies and the implementation of these strategies required the close cooperation of the distribution systems. In effect, Coke and Pepsi needed to change the organization of their distribution systems to implement effectively the strategies that stimulated the new competitive environment because the relative transaction costs of the independent bottling systems in the new environment were too high. The book presents a strategic analysis of the history of the industry. Transformation and continuity in the U.S. carbonated soft drink bottling industry and antitrust policy since 1980, **Antitrust Law Journal**, 1986 **Transformation and Continuity** Harold Saltzman, 1999 *A Logic of Expressive Choice* Alexander A. Schuessler, 2020-12-08 Alexander Schuessler has done what many deemed impossible: he has wedded rational choice theory and the concerns of social theory and anthropology to explain why people vote. The paradox of participation—why individuals cast ballots when they have virtually no effect on electoral outcomes—has long puzzled social scientists. And it has particularly troubled rational choice theorists who like to describe political activity in terms of incentives. Schuessler's ingenious solution is a logic of expressive choice. He argues, in incentive-based or economic terms, that individuals vote not because of how they believe their vote matters in the final tally but rather to express their preferences, allegiances, and thus themselves. Through a comparative history of marketing and campaigning

Schuessler generates a jukebox model of participation and shows that expressive choice has become a target for those eliciting mass participation and public support. Political advisers for example have learned to target voters' desire to express to themselves and to others who they are. Candidates using tactics such as claiming popularity invoking lifestyle using ambiguous campaign themes and shielding supporters from one another can get out their vote even when it is clear that an election is already lost or won. This important work the first of its kind will appeal to anyone seeking to decipher voter choice and turnout social movements political identification collective action and consumer behavior including scholars graduate students and upper level undergraduates in political science economics sociology anthropology and marketing. It will contribute greatly to our understanding and prediction of democratic participation patterns and their consequences. *The Industrial Diet* Anthony Winson, 2014 Provides all the evidence anyone needs to understand the problems with our current food system. Marion Nestle Professor of Nutrition Food Studies and Public Health at New York University. A hugely informative book stocked full of careful analysis. Amy Best Associate Professor of Sociology George Mason University.

*Corporate Cultures And Global Brands (Second Edition)* Albrecht Rothacher, 2025-05-28 This insightful volume covers the development of 19 prominent European American and Asian companies from their humble origins to their current status as global operators. Each case study comprehensively reviews the changes in the company's corporate structure and the successes and failures of its marketing and branding strategies over time. A wide range of business sectors is covered including food and drink retail apparel electronics aviation cars and entertainment. Of prime importance for corporate survival and growth in all sectors and countries is the crucial shift from owner founder run companies to consolidated management led corporations. The wide spectrum of sectors and countries of origin featured also permits valuable conclusions to be drawn on the persistence of distinctive national management styles and brand images. This clearly proves that there are corporate limits to globalisation which companies implementing thoughtless cross national mergers ignore at their peril. This second edition has been thoroughly updated and enlarged to cover the crucial and often dramatic corporate developments of the past two decades. **Risk Sharing, Risk Spreading and Efficient Regulation** T.V.S. Ramamohan Rao, 2015-10-22 The book provides an integrated approach to risk sharing risk spreading and efficient regulation through principal agent models. It emphasizes the role of information asymmetry and risk sharing in contracts as an alternative to transaction cost considerations. It examines how contracting as an institutional mechanism to conduct transactions spreads risks while attempting consolidation. It further highlights the shifting emphasis in contracts from Coasian transaction cost saving to risk sharing and shows how it creates difficulties associated with risk spreading and emphasizes the need for efficient regulation of contracts at various levels. Each of the chapters is structured using a principal agent model and all chapters incorporate adverse selection and exogenous randomness as a result of information asymmetry as well as moral hazard and endogenous randomness due to the self interest seeking behavior on the part of the participants. *Carbonated*

*Soft Drink Demand* Marcus A. Coleman, 2009      *Toward an Economizing Theory of Strategy* Jack Arthur Nickerson, 1997

**Sundae Best** Anne Cooper Funderburg, 2002 This book is the first comprehensive documented history of this popular institution which millions of Americans fondly remember For 150 years the soda fountain was a community social center In big cities the neighborhood fountain had a clubby atmosphere because it drew its clientele from nearby businesses and apartment buildings In small towns soda fountains were very democratic because they attracted all ages and all classes of people In both cities and small towns soda fountains were part of the social infrastructure that held the neighborhood together The evolution of the soda fountain reflected momentous developments in American history urbanization the temperance movement and Prohibition the Great Depression technological progress the decline of Main Street and Center City the Car Culture and the growth of suburbia The fountain's evolution was also closely tied to trends in retailing food service lifestyles and the decorative arts

**International Bibliography of Business History** Francis Goodall, Terry Gourvish, Steven Tolliday, 2013-12-16 The field of business history has changed and grown dramatically over the last few years There is less interest in the traditional company centred approach and more concern about the wider business context With the growth of multi national corporations in the 1980s international and inter firm comparisons have gained in importance In addition there has been a move towards improving links with mainstream economic financial and social history through techniques and outlook The International Bibliography of Business History brings all of the strands together and provides the user with a comprehensive guide to the literature in the field The Bibliography is a unique volume which covers the depth and breadth of research in business history This exhaustive volume has been compiled by a team of subject specialists from around the world under the editorship of three prestigious business historians

**Review of Industrial Organization**, 2002      *The Role of the Academic Economist in Litigation Support* Daniel Jonathan Slottje, 1999 This book presents a series of chapters by several leading economists on how to perform economic analysis in support of litigation matters For many years academic economists consulted in litigation matters but most did not discuss it as it was regarded as not pure economic research As more national economics consulting firms were established specializing in litigation and primarily made up of academic economists the stigma if ever there was one disappeared More than likely young applied economists will not think twice now about working for a consulting firm or even a consulting firm which specializes in litigation This book examines exactly what forensic economists actually do All the contributors have endeavored to stress the importance of using the economist toolbox properly all with sterling results As young economists contemplate a litigation consulting or any private sector career versus an academic one it is hoped that this book will demonstrate that it is possible to achieve excellence in both fields simultaneously

**Economics of Strategy** David Besanko, David Dranove, Mark Shanley, Scott Schaefer, 2009-09-22 In today's global recession strong management of firms and organizations are of the utmost importance Best selling Economics of Strategy focuses on the key economic concepts students must master in order

to develop a sound business strategy Bringing economic theory and strategic analysis to life in an engaging and uniquely modern way Besanko et al have collaborated for over 15 years to build an introductory business course that combines basic concepts from economic theory of the firm and industrial organization with ideas from modern strategy literature The newly revised 5th edition offers more real world applications to make materials studied in undergraduate Managerial Economics Business Strategy and Industrial Organization courses relevant Armed with general principles today s students tomorrow s future managers will be prepared to adjust their firms business strategies to the demands of the ever changing environment

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