

Intercultural Strategic Communication Plan Business Document

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## Executive Summary

In January of 2022, Coca-Cola Africa announced the launch of their new sustainability platform “JAMII,” which brings social and environmental initiatives to communities throughout Africa. We see a valuable opportunity for Coca-Cola to expand this kind of platform into the Japanese market, as the Japanese business sector values corporate social responsibilities more than most major economies in the world. Japan and Africa also share a major societal issue: the empowerment of women and youth in communities. This topic was one of the main pillars of Coca Cola Africa’s “JAMII” platform and aligns with Japan’s current challenges of an aging and patriarchal society. Adapting the goals, strategies, and audiences of Coca Cola Africa’s “JAMII” platform to the Japanese market, the “Sanpo Yoshi” initiative will focus on providing access to resources and opportunities for women and children in three poverty-stricken regions in Tokyo: Shirokane-takanawa, San’ya and Yanaka prefectures. With a goal to strengthen the Coca Cola Company’s global social license to operate and make world-wide societal impact, we aim to increase access to career and leadership opportunities for over 300 Japanese women and provide over 1,800 free meals to children and families from June 1st to August 3rd, 2022. We will partner with 40 local businesses, 22 local food banks, and other NGO partners to host two types of events within our three-month time frame: The J-Win Career Fair and the Kodomoshokudou children’s cafeteria events. The J-Win Career Fair events will connect Japanese women with networking and career opportunities, while the Kodomoshokudou events will support people in need and provide a sense of community to kids with difficult family lives.

## Situational Summary

In January of 2022, Coca-Cola Africa announced the launch of their new sustainability platform titled “JAMII.” This platform focuses their current and new sustainable initiatives on three main criteria of which will benefit Africa most: “Water stewardship, the economic empowerment of women and youth, and waste management.” (African Business 2022) Each criteria have its own vision statement that explains what Coca-Cola will do in order to make an economic and sustainable impact on Africa, whether that's recyclable packing or increasing access to jobs for women and youth within that community. Since Coca-Cola's overall vision is to “create a more sustainable business and better shared future that makes a difference in people's lives, communities and our planet,” (Coca Cola 2022) we see a valuable opportunity for Coca-Cola to expand this kind of platform into other countries across the globe. Of course, this requires adapting the platform and its goals to each country's unique social and sustainable issues as well as its relevant stakeholders.

Japan is a top candidate to adopt Coca Cola's sustainability platform. The Japanese business sector gives social and environmental sustainability a heavier share in the triple bottom line. According to the World Business Council for Sustainable Development, 71% of Japan's ESG (environmental, social, governance) reporting provisions cover social and environmental topics, compared to an average 65% for all other major economies in the world. (WBCSD 2019) Not only is corporate social responsibility valued highly by stakeholders, but it is a concept embedded in Japanese culture. Cultural concepts, such as “Mottainai,” which means “what a waste,” dictate how consumers naturally approach social and environmental consciousness and set a nation-wide expectation that businesses help solve societal issues. (Zenbird, 2021) Japan is ranked 15th out of 162 countries in achieving sustainable development goals, meaning organizations commonly practice social and environmental activities. (Zenbird) In Japan, businesses are hungry for new sustainability practices, and stakeholders value brands that positively contribute to the development of their communities.

The Coca Cola Bottling System in Japan (all the subsets of The Coca Cola Company operating in Japan) follows a detailed sustainability framework based on research aligned with global and local goals. (Coca Cola Bottlers Japan Inc., 2019) One of the main social priority topics of Coca Cola Japan (Appendices 1) that align with Coca Cola Africa is supporting local communities, specifically through the empowerment of women and youth. As Japan is one of the most masculine and aged societies in the world, there is a dire need for community outreach that supports women and youth. (Zenbird, 2021) The Hofstede country comparator gives Japan a 95 on the masculinity scale, making it one of the most male-dominant societies in the world. (Hofstede Insights, 2021) With the world's third largest economy, Japan's massive business network faces many challenges providing equal opportunities for women in the workplace. Likewise, with the world's oldest population, children face difficulties in families and

communities. 28.1% of the Japanese population is over the age of 65, yet one in seven children live in relative poverty and 50% of children with a single parent live in relative poverty. (Zenbird, 2021) With a solid foundation of NGO partners and community outreach, Coca Cola Japan can focus its CSR efforts towards two of Japan's most critical social issues and building intangible values with Japanese stakeholders.

### **Core problem/opportunity**

The Coca Cola Company has an opportunity to strengthen its global social license to operate by implementing the "JAMII" sustainability platform into the Japanese market and increasing Coca Cola Japan's initiatives to reach its regional social sustainability goals.

### **Stakeholder Analysis (Appendices 2)**

**Primary Stakeholders:** NGO partners, Communities, Employees

**Secondary Stakeholders:** Consumers, Shareholders & Local Governments

**Key Public:** Communities- Unique segments: Women and Children

### **Primary Stakeholder Profiles**

**NGO Partners:** NGO partners are essential for helping with on-the-ground delivery of sustainable platform initiatives. These groups, often non-profit organizations, are activists in social and environmental sustainability. For example, the Global Environment and Technology Foundation managed Coca Cola's Replenish Africa Initiative (RAIN) that brought over six million people access to clean water. (The Coca Cola Foundation, 2021) 300 other international and domestic partners assisted in 41 countries across Africa to conduct over 120 different projects to date. (The Coca Cola Foundation, 2021) In Japan, we expect NGO partners to have equal, if not greater influence. Coca Cola Japan already has an extensive network of NGO partners, such as food banks, universities, foundations, and more. The NGO Partners will need to know the level of hierarchy they will be positioned within the strategy/initiative, the distinct role they will play, and all associated risks and rewards. They need to feel like they are making actionable plans that will improve communities for generations to come. For our strategic communication plan to be successful, they need to set measurable objectives related to their direct community impacts and clearly understand who has the final say on all goals, objectives, strategies, and tactics.

**Employees:** Coca Cola Bottlers Japan has 16,000 employees across Tokyo, Kyoto, Osaka, and 35 other prefectures. (Coca Cola Bottlers Japan, Inc., 2020) Like NGO's, employees also contribute to delivery of the sustainable initiatives and often are the face

of the initiative itself. Coca Cola Africa enabled employees to have a direct impact on their communities through the JAMII platform, by giving financial grants to employee-nominated charities. (APO Group, 2022) Coca Cola Africa also placed employees on the receiving end of Jamii platform as they collected a disaster relief fund to help employees facing financial hardship due to natural disasters. (APO Group, 2022) Employees need to know the exact initiatives that will be implemented so they can be the face of the initiatives and messages. They are loyal to Coca Cola and strive to represent the brand positively, and they need to feel rewarded for their positive impact to stay motivated. Some internal competition between groups may spark additional interest and engagement from this stakeholder. (Hofstede Insights, 2021) Overall, they need to feel that they are contributing to a bigger picture, or company success. They need to work collaboratively with other coworkers to actively carry out the missions that align with the company visions and strategies.

**Communities:** Communities are the direct beneficiaries of Coca Cola’s sustainable initiatives and will be the key stakeholder group for this strategic communication plan. They are not necessarily consumers or investors, but any individual or group that is affected by Coca Cola’s operations across all prefectures in Japan. In the JAMII platform, women and youth in Africa are the target audience within communities. For Coca Cola Japan, this target audience will remain. Coca Cola’s social license to operate heavily relies on how they influence and enable community growth. For example, the 5by20 initiative from Coca Cola enabled over 6 million women across 100 countries to provide business skills training, mentoring networks, financial services and other assets to help women’s lives and businesses. (The Coca Cola Company, 2020) In Japan, communities need to know that their issues and challenges are seen and heard because these issues are long term oriented. They should feel like a part of the Coca Cola family because the company is providing better lifestyles and resources for the communities and their families. We want them to actively engage and participate in the initiatives that the company will deliver as well as proactively educate themselves and others about Japan’s social issues. Since Japan is one of the most homogenous countries in the world, the communities that Coca Cola Japan influences across the country are relatively similar in language, culture, and beliefs. (Hofstede Insights, 2021).

## **Big Idea**

We are adapting the social initiatives from Coca Cola Africa’s “JAMII” platform into the Japanese market to make a social impact on women and children within Japanese communities. The “Sanpo Yoshi” initiative will focus on providing access to resources and opportunities for women and children in three poverty-stricken regions in Tokyo: Shirokane-takanawa, San’ya and Yanaka prefectures.

## Key Audiences (Appendices 3 & 4)

Persona 1: Struggling Single Mother

Persona 2: Independent Teenager/Child

## Goal(s)/objectives

### 1. Goal

- a. The main goal for The Coca Cola Company is to strengthen its social license to operate amongst communities and make a social impact on a global scale.

### 2. Objectives

- a. We aim to partner with 40 local businesses in Tokyo to participate in Coca Cola's J-Win Career Fair Events on July 10th, 2022.
- b. Increase access to career and leadership opportunities for 300 Japanese women, with at least 50% of our target receiving engagement with a company (interview, hire, etc.) by the end of the 3 events.
- c. We aim to partner with 22 local food banks, all of which are previous partners of Coca Cola Japan, to supply meals at Coca Cola events from June to August, 2022.
- d. Provide 200 free meals to children and families at each individual (9) Kodomoshokudou event.

## Messages, Strategies and Tactics

### Audience 1: Struggling Single Mother

**Global Message:** Diversity and inclusion attracts individuals

**Local Message:** Having an inclusive workforce empowers women, and women should feel included in the workforce no matter their income or status.

**Secondary Message:** The rate of female Board Directors in the Japanese listed companies was as low as 3.4% in 2016.

**Strategy:** Provide networking and inclusive career opportunities to Japanese women through in person and social channels.

### Tactic 1 (Appendices 5): J-Win Career Fair Events

Coca Cola Japan will partner with Japan Women's Innovative Network (J-Win) to host career fair events within the Tokyo neighborhoods of Shirokane-takanawa, San'ya and Yanaka. The events will all take place on July 10th at each specified location/neighborhood. We aim to have a total of 40 local businesses participate and set up information booths for attendees. Around 11-13 company booths at each neighborhood career event.

The event objective is to promote Japanese women empowerment and diversity/inclusion in the Japanese workforce for those that can't get their foot in the door. This aligns with J-Win's mission of promoting diversity and inclusion while establishing a women leaders' network. (About, Japan Women's Innovative Network) The event will be run by women leaders of J-Win who work towards gender-equal workplaces and society.

The event set up will include the first 3 hours to be focused on group activities/workshops that attendees selected. The event will run from 12:00pm to 6:00pm. Activities include a group business skills training and individual resume/portfolio workshops. The remaining hours of the event will be focused on the career fair where attendees are able to engage and interact with any company or organization, they are interested in. Further, they are also able to submit applications and schedule interviews with a company equally as interested in them.

**Audience 2:** Independent Teenager/Child

**Global Message:** The Coca Cola Company aims to continue our legacy of partnering with communities where we live and work to support needs and ambitions.

**Local Message:** Any person in need should be able to receive help from their community without a sense of top-down charity.

**Secondary Message:** Children and nourishment are symbols of human spirit and hope for a bright future in Japan.

**Strategy:** Provide a new generation of kids with a strong sense of community, access to free resources, and memories, especially with the Coca Cola brand, through in-person and social channels.

**Tactic 2 (Appendices 5):** Kodomoshokudou "Kids Cafeteria" event.

Children's cafeterias, known in Japan as "kodomoshokudou," are public cafeterias for children and other community members to enjoy free meals provided by local non-profit organizations. The number of Children's Cafeterias have been rapidly increasing year by year due to the changes in the Japanese home environment. The Children's Cafeterias are playing the



role of providing opportunities for children from different environments to eat together, prevent loneliness, and develop a society that respects diversity. Coca Cola Japan has supported these initiatives through funding and donations to Children's Cafeterias across Japan, with a goal to help reduce food loss and resolve challenges that local communities face. (Coca Cola Bottlers Japan Inc., 2019) In 2020, we provided approximately 20,000 cases of products to 22 food banks around Japan that distributed them to facilities that provide meals for children with busy or absent parents and social welfare facilities. Now, under the "Sanpo Yoshi " sustainability platform, Coca Cola Japan will host their own kodomoshokudou event once a month in the Shirokane-takanawa, San'ya and Yanaka regions of Tokyo.

We will partner with The Teshima Children's WAKUWAKU Network to host a kodomoshokudou event where children, parents, and local people can eat a free meal and share a coke together. This is a way to support people in need without looking like a hand out, and provides a sense of community amongst kids with difficult family lives. It also creates memories, especially with the Coca Cola brand, and opens networking opportunities amongst parents and community members. To get our employees involved and increase employee impact on surrounding communities, the Kodomoshokudou events will be completely run by employee volunteers.

The Kodomoshokudou events will take place once a month within our three-month timeframe of June to August 2022. Each event will run for an 8-hour duration, which will require twenty volunteers to staff with a goal of serving 200 meals to families and individuals. Coca Cola will donate Coca Cola beverage products for each event and will partner with 22 food banks to provide free meals. The events will be hosted in rented venue spaces common to kodomoshokudou events, like local coffee shops.

## **Implementation and Evaluation**

The plan will be completed and measured through a three-month period between June 5th- August 7th, 2022. (Appendices 6)

- Objective A) Measure the number of local businesses that participate and set up booths at the event.
- Objective B) Measure the total number of female attendees at the J-Win career event through the sign-in sheet.
- Objective B) Measure the number of women who engaged with a company through the event. (Engagement includes interview, hire, application submission) Information will be collected by each local business.
- Objective C) Measure how many local food banks provided donations to each event

- Objective D) Measure total number of individuals that attended Coca Cola's Kodomoshokudou Event through a "check-in" sheet.
- Objective D) Measure how many free meals were given away by the end of each event.

### Budget

#### Audience/target: Single Mother

#### Strategy: J-Win Event

Tactic	Cost	Staff Time
Career Fair Event	\$2,000	6 hours
Business Skills Training	\$500	2 hours
Resume/Portfolio Activity	\$200	1 hours
Booth Set Up	\$0	1 hours
Evaluation	\$ 0	4 hours
<b>Total</b>	<b>\$2,700</b>	<b>14 hours</b>

#### Audience/Target: Independent Teen/Child

#### Strategy: Coca-Cola Kodomoshokudou Event

Tactic	Cost	Staff Time
Cafeteria Event Supplies	\$5,000	-
Donated Meals and Coca Cola products	\$0	-
Venue Space	\$10,000	-

<b>Tactic</b>	<b>Cost</b>	<b>Staff Time</b>
Cafeteria Event Supplies	\$5,000	-
Donated Meals and Coca Cola products	\$0	-
Employee Volunteer Staff	\$0	72 Hours
Evaluation	\$ 0	4 hours
<b>Total</b>	<b>\$15,000</b>	<b>72 Hours</b>

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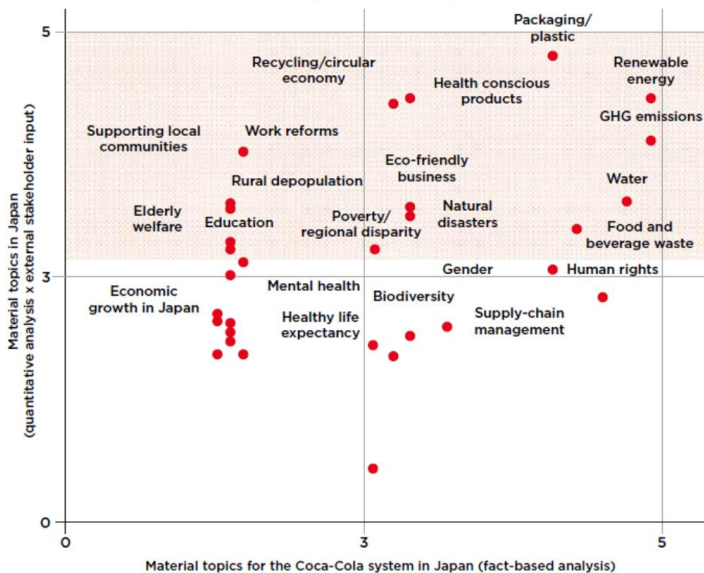
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## Appendices

### 1. Coca Cola Japan Priority Matrix

Priority matrix - We isolated “high-priority” topics within this matrix



Topics	
Environmental	Packaging/plastic
	Water
	Renewable energy
	Natural disasters
	Food and beverage waste
	GHG emissions
	Eco-friendly business
Social	Recycling/circular economy
	Health conscious products
	Rural depopulation
	Poverty/regional disparity
	Education
	Elderly welfare
	Work reforms
Supporting local communities	

### 2. Stakeholder Power/Interest Matrix

High

Power

Power	<p><b>Shareholders &amp; Consumers</b></p> <p>(Keep Satisfied)</p>	<p><b>NGO Partners &amp; Employees</b></p> <p>(Manage Closely)</p>
	<p><b>Local Governments</b></p> <p>(Monitor)</p>	<p><b>Japan Communities</b></p> <p>(Keep Informed)</p>

Low

Interest

High

### 3. Audience Persona: Struggling single mother



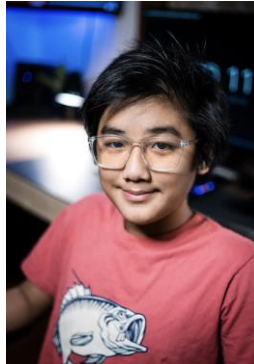
(Image Source: Canva Photos)

#### *Meet Aina,*

She is a 39-year-old single mother of two daughters residing in a small apartment in Tokyo, Japan. Although they live in the nation's capital, the neighborhood is quite impoverished due to ignorance of the government and citizens. She works in the education industry as a teacher for elementary kids making around \$26k a year. But, because she is a single mother, she is not able to leave the workforce to raise her kids, which is a common cultural norm. Since there is no enforcement of child support programs, Aina must take on 100% of the financial burden of raising her children. (McDonald, 2020)

Aina knows that women play a vital role in rehabilitating the household and the community, which is why she is part of a Women's Rights Organization in Tokyo and attends meetings once a month. (Meguro & Osaki, 2015) Since Japan is a collectivist society she feels as if she has no independent say or rights on issues like women and children empowerment because the government and citizens ignorantly sweep people like Aina under the rug. She wants to do something that will change this negative view and perception of impoverished cities and distressed women instead of ignoring them. Because Aina highly values family and her children, she is also motivated by them to work hard in her day job as well as outside of her work to ensure her daughters will be raised in a gender equal society. Although Aina resides in a slightly impoverished neighborhood, she still owns her own mobile device to stay connected with her friends, coworkers and organization. She mainly engages on the channels of Facebook for informational and social topics as well as email for personal and work-related activities. Since Aina's interests are both emotional and financial, we want her to know that she is seen, heard and not alone in this struggle through our communication. We also want her to feel that she can play a role in bettering her own community in the long run because it is one of the most long-term oriented countries.

#### 4. Audience Persona: Independent Teenager



(Image Source: Canva Photos)

##### *Meet Haru,*

A 14-year-old middle school student residing in the city of Tokyo with his single mother and younger brother. The family lives in a low-income neighborhood in a small one-bedroom apartment where the mother is almost never home since she is busy working to support her family. Haru's highlight of the day is biking to school to learn new things and hang out with his friends. His favorite subject is science because his dream since he was little was to become an engineer after attending University. Every day after school he attends an after-school club with his friends where he waits for his mom to pick him up after her second job. Almost three times a week, Haru's friends' parents have to pick him and his brother up from school and feed them since their mother is working. This leaves Haru and his brother to eat dinner alone without their mother almost every night due to her long working hours.

Haru is active daily on the social platforms of Line, a messaging app, and YouTube where he follows his friends and influencers in the science and engineering industry. His social media usage depends on the time it takes for his mother to pick him up from activities since it is also an outlet to keep himself entertained while waiting.

Haru highly values his mother and brother, their family time, his education and fulfilling his career dream one day. Thus, attending University and giving back to his hard-working mother is what motivates him every day. Since the economic bubble burst, his mother has been struggling financially and forced her to take on a second job, which takes away precious time and dinner time from her kids. She refuses to accept any form of welfare support from the government due to the social stigma in Japanese societies to not accept hand-outs and not working. (Ryall, 2016) Haru's interests are both emotional and financial. Thus, we want him to know and feel that we understand the position he is in as a struggling child with dreams in a low-income community and that we can provide resources for him that will not only benefit him, but also his family.



## 5. Creative Materials

### Twitter Post:



We are partnering with Japan Women's Innovative Network (J-Win) and The Teshima Children's WAKUWAKU Network to host two special events in Tokyo! The #Sanpo Yoshi initiative will focus on aiding Japanese women & children to follow our mission of making a social impact on a global scale.  
#CocaColaJapan



4:17 PM · June 01, 2022 · Twitter for Android

18k Retweets 160 Likes



### Infographic:

**Coca-Cola Japan Sanpo Yoshi Events**  
June 1st- August 7th, 2022

**Japan Women's Innovative Network (J-Win) Career Fair**

1 — 2 — 3 —  
Inclusivity Diversity Empowerment

**Neighborhood locations:**  
Shirokane-takanawa, San'ya and Yanaka

**When:**  
July 10th, 2022 from 12:00pm to 6:00pm

**Activities include:** Group business skills training and individual resume/portfolio workshops followed by career fair event

**Kodomoshokudou "Kids Cafeteria" Event.**

**Neighborhood locations:**  
Shirokane-takanawa, San'ya and Yanaka

**When:** June 8th, July 6th, August 3rd, 2022, from 10:00am to 6:00pm

**Activities include:** Share a Coca Cola and a meal with neighborhood friends!

Visit [CocaColajapan.com](https://CocaColajapan.com) for more information.

**Coca-Cola**

## 6. Calendar

# SANPO YOSHI

## COCA COLA JAPAN SUMMER CALENDAR

<b>JUNE</b>	<b>JUNE 1</b> UPLOAD PARTNERSHIPS POST ON OWNED TWITTER	<b>JUNE 4-5</b> HAND OUT INFOGRAPHIC TO SPECIFIED LOCATIONS	<b>JUNE 8</b> KODOMOSHOKUDOU EVENT	<b>JUNE 10</b> MEASUREMENT OF ATTENDEES & MEALS PROVIDED
<b>JULY</b>	<b>JULY 6</b> KODOMOSHOKUDOU EVENT	<b>JULY 7</b> MEASUREMENT OF ATTENDEES & MEALS PROVIDED	<b>JULY 8-9</b> 2ND ROUND OF INFO GRAPHIC TO SPECIFIED LOCATIONS	<b>JULY 10</b> J-WIN CAREER FAIR EVENTS
<b>AUGUST</b>	<b>AUGUST 3</b> KODOMOSHOKUDOU EVENT	<b>AUGUST 4</b> MEASUREMENT OF ATTENDEES & MEALS PROVIDED	<b>AUGUST 8-12</b> MEASUREMENT OF CAMPAIGN OUTCOMES	

