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Overview & History

Coca Cola is one of the most recognized brands in the world. The original recipe for the drink, which has been altered over the years, was created by John Pemberton at the eagle Drug & Chemical Company in Columbus, GA. Created during the Prohibition to be a non-alcoholic alternative as coca wine, which was sold in pharmacies and touted as a cure-all and an ideal morphine replacement. The most impactful decade for Coke was the 1980's, whose success was catapulted by iconic marketing and a new drink recipe, unfortunately the new recipe was not well received and Coke released a variation of the old recipe Coca Cola Classic, this is the recipe that exists today.

This report will be focusing on European subsidiaries of the Coca Cola Company and Coca Cola Systems (bottling & distributions). I thought it would be interesting to understand quality through these standards, since Japan and Europe both set the bar for the evolution of quality systems. I would also like to add that European companies are much more transparent than their United States counterparts, making better accords to communicate information and promote understanding through the precedence of social responsibility.
The Coca-Cola System

The Coca-Cola Company and its network of bottlers comprise the most sophisticated and pervasive production and distribution system in the world. More than any other consumer product, Coca-Cola has brought pleasure to consumers around the globe for nearly 130 years. Global and local. Corporate and personal. We own the world's most valuable brand and are one small part of the good things happening in communities around the world. To understand our strategies, it helps to understand our system, which gives us a global reach across more than 200 countries, a local community presence and the opportunity to make an extraordinary difference.

While many view our Company as simply "Coca-Cola," our system operates through multiple local channels. Our Company manufactures and sells concentrates, beverage bases and syrups to bottling operations, owns the brands and is responsible for consumer brand marketing initiatives. Our System of bottling partners manufacture, package, merchandise and distribute the final branded beverages to our customers and vending partners, who then sell our products to consumers. The Coca-Cola system is not a single entity from a legal or managerial perspective, and the Company does not own or control all of our bottling partners.

Our bottling partners: the key to our success We have nearly 275 bottling partners worldwide. They manufacture and package our beverages. They also merchandise and distribute our beverages to customers and vending partners, who then sell our products to consumers. We are a global business that operates on a local scale, in every community where we do business. We are able to create global reach with local focus because of the strength of the Coca-Cola system, which comprises our Company and our more than 250 bottling partners worldwide

Our customers: putting our products into the hands of people everywhere Our customers include just about anyone who sells our products—grocery stores, restaurants, street vendors, convenience stores, movie theaters and amusement parks, among others. Our customers have helped make us the world’s largest beverage company and their ongoing support and partnership is fundamental to our success.
The Mission of Coca Cola

Coke’s roadmap starts with their mission, which is enduring. It declares their purpose as a company and serves as the standard against which coca Cola company weigh their actions and decisions.

✓ To refresh the world.
✓ To inspire moments of optimism and happiness.
✓ To create value and make a difference.

The Vision of Coca Cola

The vision of Coca Cola serves as the framework for their roadmap and guides every aspect of their business by describing what they need to accomplish in order to continue achieving sustainable, quality growth.

✓ **People**: Be a great place to work where people are inspired to be the best they can be.
✓ **Portfolio**: Bring to the world a portfolio of quality beverage brands that anticipate and satisfy people's desires and needs.
✓ **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.
✓ **Profit**: Maximize long-term return to shareowners while being mindful of our overall responsibilities.
✓ **Productivity**: Be a highly effective, lean and fast-moving organization.
**WHAT IS KORE**

KORE is the framework of governance and management system around which the Coca-Cola system enables sustainable performance, meets customer and consumer demands, drives continuous improvement, manages risk and enhances the Company’s reputation.

KORE provides a management system foundation that combines discipline toward producing the highest quality product while allowing flexibility to achieve global implementation.

KORE brings an increased focus to the area of Food Safety and encourages alignment with the highest international manufacturing standards while recognizing the need to meet applicable government, legal and local regulations.

KORE enforces necessary requirements to ensure product integrity and quality and to protect our trademark while supporting strategies toward our 2020 Vision.

KORE enforces requirements not only to protect our products, but also to ensure the safety and well-being of our associates and partners and to be environmentally responsible.

KORE is designed to create a dialogue of honest information sharing between the Company and our stakeholders.
During the past 20 years, The Coca-Cola Company has kept ahead of emerging trends by developing Quality, Environment and Occupational Safety & Health requirements. These requirements are developed to exceed ISO 9001:2000, ISO 22000:2005 standards. As our Company grew globally, our standards evolved with it, but our management system became too centralized and inflexible. Our operations needed the ability to locally customize global requirements. In order to protect the trademark, we require a revolution in our system to suit a changing world with changing expectations.

In response to the changing needs and expectations of users, customers and stakeholders, a cross-functional and cross-geographical team developed a framework and management system model to replace our previous model known as The Coca-Cola Management System (TCCMS). With KORE as our new governance framework and management system, we strive to encourage a culture of collaboration within our Company. KORE represents a change in the philosophy of the whole organization that is designed on the basis of good governance at the higher level, and that provides more flexibility, encourages innovation and learning, supports development and empowers the operations. Quality and operational control no longer comes from the top down, but, instead, is the responsibility of the people in the operations at all levels of the supply chain. KORE also requires that our manufacturing and distribution facilities implement BS OHSAS 18001 (British Standard Occupational Health and Safety Assessment Series 18001, a framework for an effective occupational health and safety management system) or an equivalent internationally recognized safety management system.
KORE has five levels: Policies, Standards, Specifications, Requirements and References. The first four levels make up the “What” of the new framework, meaning they focus on the desired outcome, rather than the process. The final level makes up the “How,” or the manner in which the KORE requirements can be achieved.

**Policies**
The Policies level is the foundation upon which the entire management system is built. The policies state the Company expectations, and they guide the activities and decision-making of the organization. We have four policies that align to support our 2020 Vision:

- QUALITY – confirming the Coca-Cola system’s strong commitment to quality in all that we do
- FOOD SAFETY – stating our adherence to proven food safety systems, processes and controls
- ENVIRONMENTAL – strengthening our position as environmental leaders
- OCCUPATIONAL SAFETY & HEALTH – reaffirming that people are our most valuable resources

**Standards**
The Company is aligned with internationally-recognized standards in manufacturing, production and distribution as part of our commitment to global governance and operational excellence. In the past, the Company designed its own management system standards made specific to our Company, but this no longer fits our streamlined approach to governance.
Specifications
Supporting the Standards level is the Specifications level. Specifications provide prescribed limits or characteristics to which a product or service must conform. Specifications provide parameters used to monitor, measure and analyze a product to ensure it conforms with and meets the necessary quality requirements. Included in the Specifications are:

- Beverage and Product Specifications
- Ingredients Specifications
- Packaging, and Sales & Marketing Equipment Specifications

Requirements
The Requirements level is a new, streamlined approach that includes only the minimum Company requirements needed to protect trademark and product integrity, and to ensure protection of people and the environment. These are Company and Coca-Cola system-specific documents that provide the details of what must be implemented and the desired output. In the past, requirements were more prescriptive, which allowed operations little flexibility. Now, operations have the opportunity to determine the best way for them to achieve compliance. The Requirements level includes:

- Beverage and Product Requirements
- Facility Environment and Safety & Health Requirements
- Group and Business Unit Quality, Environment, Safety & Health Requirements
- Standard Methods
- Packaging Requirements
- Sales & Marketing Equipment Requirements

References
The References level represents the “How” in the KORE framework. How KORE is achieved is flexible and can be modified at the Group, Business Unit or operational level. The goal is to become an information-driven Company at all levels of the organization and to recognize that the tools and capabilities to realize this vision are available today if we empower our people to use them. Therefore, the guidelines provided in the References section are not mandatory, but instead relate recommended approaches, best practices and shared approaches. The References level includes:

- References
- Guides and Guidelines
- Procedures
This manual is available to everyone inside and outside of the Hellenic Coca Cola System for informational purposes. We will confirm that management systems standards are in place at the manufacturing and distribution operations. External certification to the standards is necessary when needed to meet customer requirements or local and legal regulations.
**SPECIFIC QUALIFICATIONS**

*The fact that an item is not highlighted for a Director does not mean that the Director does not possess that qualification, attribute, skill or experience.*
KORE embraces the power of management systems, and empowers and motivates individuals at various levels toward compliance, which will promote sustainability and ensure higher certification achievements through 2 standard annual meetings. KORE requirements are beyond reproach, challenge the status quo and will result in outputs that are good for the Company, the community and the planet.

With KORE, our objective is to establish a management system that supports vital relationships and sustainable strategies. KORE offers assurance in quality, food safety, environment and occupational safety & health through four top-level policies that provide direction in these strategic areas. These policies support the six mission and vision areas of our 2020 Vision. To strengthen this assurance, we align with external, internationally-recognized standards. From the policies and standards, we establish requirements, specifications and methods to afford our Corporate, Group and Business Unit organizations a basis of compliance.

The governance organizations are dedicated to ensuring an operating model that is agile, intelligent, adaptable, customer-centric and ultimately capable of enabling the strategies necessary to sustain profitable growth focused on the 2020 Vision. Global Quality and Environment and Occupational Safety & Health work together to coordinate and facilitate the implementation of KORE among the operations. They have five overarching responsibilities:

1. **Governance and Guidance** – maintain the focused management system and provide guidance and alignment to operations, Groups and Business Units. Governance organizations also leverage shared expertise and networks to ensure the management system is up-to-date and performing at a best-in-class level.

2. **Set and Manage Quality, Environment and Safety & Health Documentation** – lead the definition of Policies and Requirements and develop, create and maintain the documents that make up KORE.

3. **Delivery and Communication** – have documents readily available to associates through integrated information systems so they may implement the new management system.

4. **Training and Building Capability** – provide training and workshops to increase associates’ capabilities and build KORE system-related knowledge.

5. **Internal and External Engagement** – participate in decision-making and policy-setting boards and industry organizations. Align with internationally accepted standards, bodies and institutions.
At the Coca Cola Company our responsibility is to ensure uncomprimising safety standards for our products. We are focused on these areas and conduct audits and collect documentation for quality assurance and continual improvement in these areas.

- **Risk Assessment and Mitigation**: to implement food safety programs in manufacturing, warehousing and distribution facilities. Manufacturing and distribution operations must implement a formal food safety management system compliant with ISO 22000:2005. Certification to GFSI-approved. HACCP: Establish Hazard Analysis Critical Control Point programs. GMP: Good Manufacturing Practices, which include cleaning and sanitation, personal hygiene, pest control. Audits conducted up to 3 times daily within specified systems.

- **Supplier Management**: to ensure safety of raw materials, ingredients and packaging. Quality supplies to produce our quality products. Purchase ingredients, materials from Company-authorized suppliers and ensure the ingredients and materials meet specifications. Audits conducted with 2 days notice given to suppliers.

- **Legal Compliance**: to guarantee consistent execution of our policies from our suppliers, our co-packers, our customers and our bottling and distribution partners. Use internal and external assessments to ensure compliance with Company and applicable legal requirements.

Continual Improvement across our global system: to provide proactive identification and effective management of food safety risks associated with products, processes and technologies. Maintain two-way traceability throughout the supply chain.

To stay current with new regulations, industry best practices and marketplace conditions, we consistently reassess the relevance of our requirements and guidelines not only in manufacturing, but throughout the entire supply chain. We continually refine our requirements to further insure that KORE embodies the most recent and stringent manufacturing processes.

To establish a governance process, each business within the Coca-Cola system implements, documents and maintains a safety and quality system in accordance with KORE requirements. Compliance to KORE requirements and guidelines is monitored system wide to further support the integrity of our products.

Ensuring the safety and quality of our products has always been at the core of our business and is directly linked to the success of The Coca-Cola Company. Our Company's Global Product Quality Index rating has consistently reached averages near 94 since 2007, with a 94.3 in 2010, while our Company Global Package Quality Index has steadily increased since 2007 to a 92.6 rating in 2010, our highest value to date.
Quality and Food Safety Policy

Coca-Cola Hellenic believes that success depends on the supply of high quality products, packages and services that meet or exceed customer and consumer expectations of premium brand products. Fundamental to this belief is the responsibility to ensure the food safety of all products that the Company manufactures.

The Company is committed to continually enhance the reputation of the brands it produces and maintain consumer confidence in its products through the development and implementation of quality and food safety systems, standards and practices. All Coca-Cola Hellenic operations commit to continuous improvement, which is measured, evaluated and validated for effectiveness through internal and external audits.

The Company believes that the responsibility for achieving quality commitments lies with each Coca-Cola Hellenic employee in the execution of their jobs and their relationship with stakeholders. Food safety is the responsibility of all employees that have direct influence on ingredients, packaging, manufacturing, storage and the transport of products. The following food safety and quality principles are the foundation of the Coca-Cola Hellenic commitment to quality:

- Manufacture and deliver products that meet the highest food safety and quality standards.
- Meet or exceed all statutory and regulatory requirements for quality and food safety.
- Validate the effectiveness of the food safety and quality management systems through internal and external audit processes recognised by the International Standards Organisation and The Coca-Cola Company.
- Build food safety and quality capability through structured programmes that develop technical skills, increase awareness, manage risk and drive increasing levels of excellence.
- Continually review food safety policies, standards and procedures to effectively manage food safety risks associated with changes in products, processes and technologies.
- Include food safety and quality strategies in the annual business planning process to ensure that food safety and quality remains an integral part of operations.
- Set annual measurable food safety and quality objectives for all operations, and at group level, to ensure continuous improvement and compliance with all standards.
- Ensure that suppliers and contractors embrace the same food safety and quality commitments, and monitor the materials and services they supply through audits and incoming goods inspections.
- Communicate food safety requirements to suppliers, contractors, customers and consumers by establishing specifications for ingredients and packaging materials,
product storage and consumer guidelines.

- Communicate food safety and quality aspects, strategies and performance to associates, consumers, customers and principal stakeholders that have an impact on, or are affected by the Company’s food safety and quality management systems.

As Chief Executive Officer I am committed to the Quality and Food Safety Policy which is owned and endorsed by the Corporate Social Responsibility Committee of the Board of Directors.

Responsibility for the successful implementation of this programme belongs with every Coca-Cola Hellenic employee at each level and function in the organisation.

Dimitris Lois
Chief Executive Officer
**Audit** – A systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled [ISO:9000:2008, 3.9.7]

**Conformity** – Fulfillment of a requirement. [ISO 9001:2008 – 3.6.1]

**Continual Improvement** – A recurring activity to increase the ability to fulfill requirements. [ISO 9001:2008 – 3.2.13]

**Corrective Action** – The action taken to eliminate the cause of a detected nonconformity or other undesirable situation. [ISO 9001:2008 – 3.6.5] **Customer** – Organization or person that receives a product or service. [ISO 9001:2008, 3.35]

**Customer Satisfaction** – A customer’s perception of the degree to which the customer’s requirements have been fulfilled. [ISO 9001:2008 – 3.1.4]

**Research and Development** – Set of processes that transform requirements into specified characteristics or into the specification of a product, process or system. [ISO 9001:2008 – 3.4.4]

**Effectiveness** – The extent to which planned activities are realized and planned results achieved. [ISO 9001:2008, 3.2.14]

**Management Review** – A process for reviewing the Quality Management System, at planned intervals, to ensure its continuing suitability, adequacy, and effectiveness.


**Preventive Action** – The action to eliminate the cause of a potential nonconformity or other undesirable potential situation. [ISO 9001:2008 – 3.6.4]

**Process** – A set of interrelated or interacting activities using resources and managed to transform input into a product or service.

**Quality** – The degree to which a set of inherent characteristics fulfill requirements. [ISO 9001:2008 – 3.1.1]

**Quality Management System (QMS)** – A management system to direct and control an organization with regard to quality. [ISO 9001:2008 – 3.2.3]

**Traceability** – The ability to trace the history, application, or location of that which is under consideration. [ISO 9001:2008 – 3.5.4]

**Verification** – The confirmation, through the provision of objective evidence, that specified requirements have been fulfilled. [ISO 9001:2008 – 3.8.4]
Footnotes

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i  The History of Coca Cola, By Mary Bellis Inventors Expert (pg.4)
http://inventors.about.com/od/cstartinventions/a/coca_cola.htm

ii  Mission, Vision & Values, By: The Coca-Cola Company

iii  http://www.coca-colacompany.com/stories/quality (pg.16)