DESIGN TO GROW

How Coca-Cola Learned to Combine Scale & Agility (And How You Can Too)

DAVID BUTLER and LINDA TISCHLER

DAVID BUTLER is Coca-Cola's Vice President of Innovation and Entrepreneurship. He is responsible for the company's brand building, strategic planning and innovation projects. Prior to joining Coca-Cola, Mr. Butler founded a process consulting firm, consulted with Gucci, United and Caterpillar and designed large-scale systems for UPS, Delta and CNN. He is a graduate of the University of South Florida and St. Petersburg College.

LINDA TISCHLER is an editor at *Fast Company* magazine. She writes articles about ideas which lie at the intersection of design and business. She was previously an editor at *Boston Magazine* and a writer on art and design for *Metropolitan Home*, the *Boston Globe*, the *International Herald Tribune* and others. She is a graduate of Boston University.
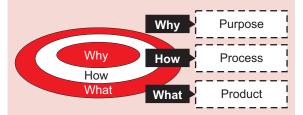
MAIN IDEA

Scale and agility are essential for a company to succeed. Large and established corporations have scale (in terms of financial resources, brands, assets and people) but often struggle to be able to adapt quickly to the marketplace. Startups are by definition nimble but often struggle to scale. The fact is tomorrow's business winners will combine scale with agility.

So is it possible to achieve that? For more than a century, Coca-Cola has successfully scaled its flagship $170 billion brand to more than 200 countries but in the last decade, it has also mastered being agile as well. It has achieved this by using "Design" exceptionally well. Design is about intentionally connecting things to solve problems.
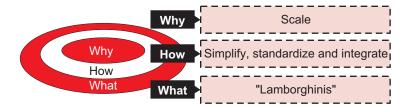
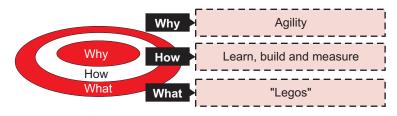Strategic design always focuses on the same three questions:

Why	Purpose
How	Process
What	Product

(Why / How / What)

If you want both scale and agility, get better at using and applying the principles of design.

"For over a century, Coca-Cola used design to scale to over two hundred countries, build seventeen billion-dollar brands, partner with more than twenty million retail customers, and sell close to two billion products a day. But the company is still learning. Over the last decade, it has focused on mastering how also to use design to create agility – something most established companies, including Coca-Cola, struggle with. Design has helped one of the largest companies on the planet become nimbler and more adaptable to a complex and changing world. The future belongs to companies that design on purpose."
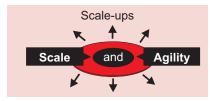
– David Butler and Linda Tischler

---

1. How to design for scale . . . . Pages 2 - 4

Why	Scale
How	Simplify, standardize and integrate
What	"Lamborghinis"

(Why / How / What)

To scale successfully, you have to use design to simplify, standardize and then integrate your different functions together efficiently. In other words, you try and build a Lamborghini – an optimized supply chain you can replicate to the hilt. That's what it takes to make millions of sales.

2. How to design for agility . . . . Pages 5 - 7

Why	Agility
How	Learn, build and measure
What	"Legos"

(Why / How / What)

To be agile, you have to learn what customers want, build successive prototypes until you get it right and constantly measure what's going on. It's best that you think of your product like a big box of Legos that you swap elements in and out as required. Modular systems are essential for becoming and staying agile.

3. What it will take to excel in the future . . . . Page 8

Scale-ups

Scale and **Agility**

The real challenge of the future will be to build "Scale-ups" – new entities which seamlessly combine scale and agility. If you can come up with fresh business ideas and then scale them successfully, the future looks very bright. You're positioned to excel come what may.

Summaries.Com

The Ultimate Business Library

We condense **300+ page** business books into **8-page** summaries.

By reading summaries, you'll get the **key ideas** in **30 mins**, so you can spend more time turning your ideas into **dollars**.

Knowledge is Power — Invest in Your Future

For just **$2 per week**, you will...

> Learn from the mistakes and success of the smartest people in business;

> Get fresh ideas, strategies & motivation that could be worth millions to you;

> Follow emerging trends, so you can catch the wave before your competitors do;

> Catch up on the classics you always wanted to read.

1,000 Top Business Book Summaries

Our catalog includes summaries on a range of topics for aspiring entrepreneurs, managers, and consultants.

BUSINESS PLANS MANAGEMENT PRESENTATIONS

SALES LEADERSHIP MOTIVATION STRATEGY

AND MORE

summaries.com

Encyclopedia of Business

1,000 Top Business Book Summaries