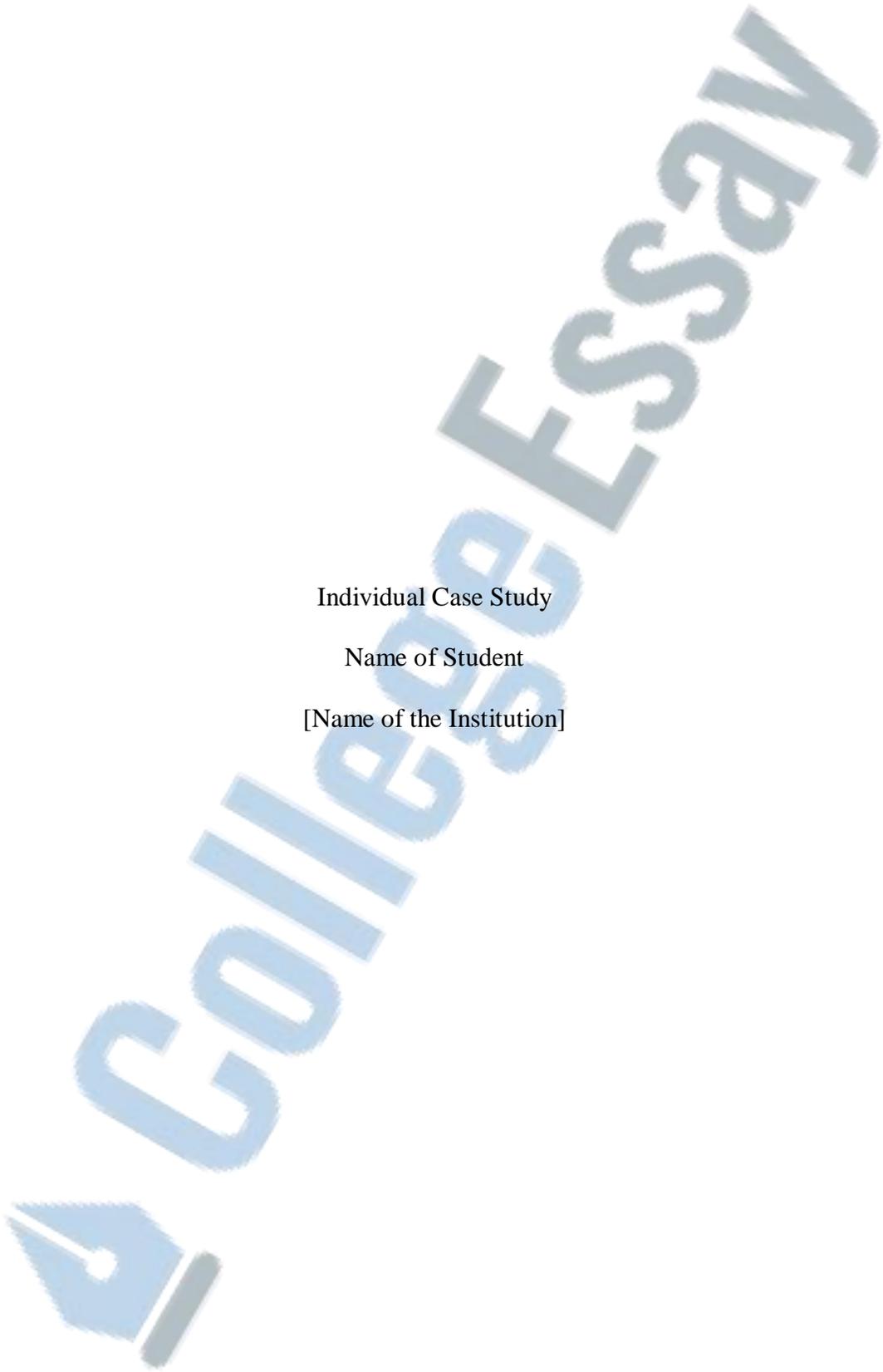


RUNNING HEAD: MARKETING & PR

Individual Case Study

Name of Student

[Name of the Institution]



Individual Case Study

PepsiCo is one of the top organizations that have achieved immense success over the past few years. The organization was formed in the year 1965, and the headquarters of the company is located in Harrison, New York. The organization's primary aim is to lead the beverage industry and ensure the provision of high-quality services to customers. The attainment of a sustainable position in the market is also one of the core objectives of the company. The organization has expanded its operations all over the globe, and it is only because the management of the company has adopted effective techniques that have proved to be beneficial for the organization. PepsiCo offers its customers different products, and the major product offered by the company is Pepsi, a high-quality soft carbonated drink (Venkataraman & Summers, 2017). This product is considered a highlight of the company's services, and the customers have massively appreciated this product. The company has always used effective marketing strategies to engage customers with its services and fascinating products. The company currently owns more than 20 brands and is generating a total revenue of around \$70.4 billion. The founder of the company is Caleb Bradham, who initially used to sell the drinks from his pharmacy, and soon he registered a patent against his recipe. The company gained tremendous popularity as the taste of the drink was considered sublime by consumers. PepsiCo is a top-class organization that respects its employees and maintains an ethical culture within the organization. The company has a total of around 270,00 employees all over the world and is currently run by Indra Nooyi, the Chairman and chief executive officer of the company.

PepsiCo's Organizational Environment

PepsiCo is among the largest and leading beverage companies in the world. PepsiCo is regarded as one of the best beverage companies that have provided an excellent work environment to work in. PepsiCo, through various unique marketing strategies, has put itself perfectly to compete in the global beverage market. They are also using various funding strategies to strategize on the policies which are to be used to maintain the competitive edge in the production of beverages around the globe. As Coca-Cola is considered the arch-rival of PepsiCo, the popularity of PepsiCo is increasing, and the performance gap is diminishing, thus emerging as the best beverage company in different areas worldwide. PepsiCo, on numerous occasions, has been awarded as one of the organizations that have an excellent work environment and embrace diversity. PepsiCo, knowing the importance of the effects of the workplace environment and diversity, has initiated several diversity programs and has started promoting a friendly work environment to make sure that the workforce at PepsiCo feels valued and recognized regardless of their race, gender, sexual orientation, and nationality (Maamoun, 2020).

PepsiCo is among those companies that have been holding onto higher levels of ethics and moralities within the company and outside the company and promoting greater diversity at their workplaces. There have been little to no complaints by the employees regarding unethical behavior, unfair treatment, or violation of ethical codes of conduct. Since its inception, the company has been incessantly striving to provide the best human resources, and now it is considered the best human resource in the history of multinationals. Most of PepsiCo's workforce appraises and recognizes the leadership practices manifested by PepsiCo and states that they feel like part of the company. PepsiCo provides training to its employees about how to hold higher moral values, learn to co-exist, and provide the best customer service to the

consumers. The codes of ethics are also aligned with the company's mission, thus guiding employees' behavior, which has made PepsiCo a unique beverage company as everything is systematically guided and followed. The misconducts are effectively and efficiently dealt with by the company's human resource department and ensures that the work environment remains amicable yet professional. PepsiCo has been incessantly innovating itself and investing millions in innovating and supporting corporate social responsibility with the growing technological advancements. Through utilizing the latest technology, PepsiCo is becoming more and more efficient, thus emerging as a global beverage leader.

PepsiCo captivates a highly skilled and talented workforce and provides them with a platform to introduce their innovations and creative ideas, thus assisting the company in maintaining its competitive edge and assist the company in sustaining the dynamic business environment (Jallow, 2021). PepsiCo provides a friendly and conducive work environment to its employees and provides them with the training to educate them and equip them with the latest skills so that they make the best use of technology and adapt to new technologies. The training programs are carried out by the company that is completely funded therefore ensuring that the employees are well-rounded and are capable of achieving the targets, thus making the company accomplish its goals and objectives. PepsiCo emphasizes efficiency and effectiveness; thus, practice and implement such policies that have a profound impact on the organizational outcomes and individual employees, and some of them have played a pivotal role in establishing the organization's work environment. Besides others, policies regarding the recruitment and hiring process have played a crucial role in shaping the workplace environment of PepsiCo. The hiring and recruitment process is strict and transparent around the globe. It aims to ensure that the right professional is selected for the right job, which increases effectiveness. The recruitment

process is designed in such a manner that an individual has to go through various stages of the elimination-based process to get hired so that the company is confident enough that the selected individuals are highly motivated, committed, dedicated, and passionate. They are then provided thorough training to the employees according to their specialized areas.

For PepsiCo motivation of the employee is of profound significance; thus, they introduce various programs to ensure employee motivation. They ensure that PepsiCo's entire workforce is highly motivated through undertaking several activities, such as awards and bonuses to those who have successfully attained their targets. Likewise, PepsiCo ensures that the work environment is conducive to learning and that employees are promised career growth. The foremost thing is that whenever there is a new opportunity available in the company, existing employees are given preference. Furthermore, the effective compensation system focuses on enhancing the employees' motivation, which is why PepsiCo's compensation system is considered one of the best compensation systems among giant beverage companies around the globe. PepsiCo is the first choice of individuals who seek employment, as the company provides phenomenal incentives and promises career growth. They are also actively participating in corporate social responsibility and have started various initiatives such as sustainable farming programs, climate causes, and green initiatives (Yadavalli, 2021). They are successfully saving billions by contributing to clean water and green energy initiatives. As individuals are now more conscious of global problems, they feel better being associated with a company that is keenly participating in CSR and improving the lives of people.

Similarly, the non-discrimination policies implemented by the company have profoundly influenced the work environment. This policy has also assisted in introducing and promoting cultural diversity in the workplace. Employees prefer to be associated with a company where

there are no discriminations so that they can freely work. A diverse workplace environment encourages every individual to participate and promotes teamwork and sharing of ideas. This is another reason individuals prefer becoming part of PepsiCo, as these policies make them feel respected, valued, and appreciated for their hard work. Diversity is one of the issues of concern multinational corporations have been facing. Various issues are used to define strongly people are sexual orientation and certain disabilities. These diverse practices create an unbearable workplace environment for the workforce. Thus, they need to be communicated and discussed earlier. Through the management of diversity, these issues can be successfully addressed. The employees need to be educated about ethical behavior and the significance of respecting other colleagues (Church and Ezama, 2020). The unjust practices must be contained, and employees must be fairly handled as these practices ruin the integrity of the company.

COVID-19 & Corporate Organizations

Covid-19 has imposed numerous impacts on the overall well-being of society. The world is moving towards the adaptation of improvised measures as compared to the pre-pandemic times. Like the other operations, corporate organizations have also moved towards utilizing innovative measures to carry out operations in a smoother manner during the haunting period of the pandemic. The companies had to consider all the precautionary measures in this regard, as the health of the people is the most important thing to be considered in this scenario. PepsiCo was also quite concerned in this regard as the company had to develop effective operational mechanisms that suited the overall prevailed scenario and the company's productivity. This made the management of the organizations think of different ways which could prove to be beneficial for the company in these testing times. The marketing process is the most critical thing to be considered in this scenario because the maximum interaction between the company and the customers occurs during the marketing activities. The importance of social distancing and its impact on maintaining the overall well-being of the people is a critical factor that had to be considered while developing a sustainable strategy for the company. Digital marketing possesses great significance because all promotional activities are carried out on digital platforms, and there is not any physical interaction involved in the process. Moreover, the companies are provided with an opportunity to expand their promotional activities to far areas. The use of social media has also made it convenient for the organization to promote their activities effectively and by ensuring the necessary precautions relevant to the pandemic.

PepsiCo's story is the same as the other organization, as it had to utilize digital marketing to keep its operations running during the pandemic. The company critically analyzed the situation and adopted effective measures that proved to be advantageous for the overall operational

efficiency and productivity of the company. Along with the adaptation of effective measures during the pandemic, the company also had to take care of the competitors as potent competitors across the world surround the organization. The pandemic had imposed the same repercussions on all the organizations, so the conditions were the same for each of them. Furthermore, people have become more health-conscious during the pandemic, and that is why they are more vigilant toward healthier food intake. This has increased the demand for an efficient marketing strategy that can make the customers aware of the fact that the products offered by the company develop while considering hygienic and healthier practices and are good for consumer's health. The management believed that they must have to make the people informed regarding the company's concern for the health and safety of the people during the pandemic. The top competitors of the company had also utilized different techniques to remain sustainable in the market, and due to this, they were able to keep things running proficiently. The major highlight of their strategy is the utilization of digital marketing, and like other organizations, PepsiCo has also focused on the utilization of digital marketing (Keating & Singh, 2020). The company uses numerous platforms to promote its products and services to customers. The prominent platforms that the company is using are Facebook, Instagram, YouTube, and Twitter. The company has a specific team that considers all the necessary aspects associated with digital marketing and ensures that the company's products and services are promoted in the best possible manner.

Pepsi's Digital Marketing Strategy

The chain of social media platforms develops a global chain and an interaction between the customers and the organization. However, it was previously observed that the company was unable to achieve the desired customer engagement on social media. It was mainly due to the lack of interest shown by the company in this specific area. The pandemic has increased the

importance of digital marketing, so PepsiCo has also utilized this strategy effectively. The description of the core digital platform companies is presented in the following section of the paper.

Facebook

It is a platform that is mostly used by different companies to promote their products and services on social media. Millions of users use Facebook, so there is a bright chance that the promotional activities will reach the maximum number of customers. The company will be able to attain the desired sales rate and profitability. Although numerous top brands significantly use Facebook for effective social media marketing, Pepsi's Story is not the case. The platform is not effectively used by the brand, which is the major drawback associated with the company's digital marketing strategy. Due to this, the number of likes, comments, and shares is not significant, and it reflects a destructive impact on Pepsi's overall digital marketing efficiency (Emelianova, 2021). Despite this inadequate customer interaction on Facebook, the ads posted by the company are still viewed by millions of viewers, which demonstrates the popularity of the company around the globe.

Instagram

It is also an impressive tool used by most top organizations. According to recent reports, the number of consumers on Instagram has crossed the total number of consumers on Facebook. PepsiCo also has massive engagement on Instagram as its posts attain a lot of likes and comments from people. Moreover, the company also uses the platform to inform the viewers regarding its photo-based so that they get an in-depth insight into the new products and services offered by the company. Furthermore, the company has significantly used this platform during the pandemic and has achieved tremendous customer engagement. The primary reason for this

engagement is that the consumers were frequently using social media as their core activity during the lockdown. The desired engagement on Instagram was achieved by the company (Nawar, 2016). This proved to be quite beneficial for the company to enhance its promotional activities during the pandemic and ensure that the company is executing its operations efficaciously during the pandemic.

Twitter

The most prominent tool that is being used by the company is Twitter. The company emphasizes the utilization of Twitter to promote its digital marketing activities, and it was also the main platform that the company used during the pandemic. However, the size of the audience is smaller as compared to Facebook and Instagram. The company posts its pictures, videos, and updates in the form of tweets regularly so that the customers are aware of the activities that are being performed within the organization.

You Tube

This is a platform that has achieved tremendous success within the past few years, and due to this, companies are always looking to utilize this platform for the effective implementation of certain operations. PepsiCo also uses this platform to post its advertisements and video campaigns. The company's viewership has increased due to the utilization of these platforms. It has played a significant role in making the company's digital marketing effective even during the disturbing period of the COVID-19 pandemic. Furthermore, Pinterest and LinkedIn are also used by the organization to expand promotional activities and enhance brand value.





Figure 1: Pepsi's Major Digital Marketing Platforms

YouTube marketing was quite useful in this regard, as the number of viewers has significantly increased during the pandemic. The increase is because the people were bound to stay at their homes because of the lockdown, and they did not have any fascinating activity to perform during these testing times. That is why the company was keen to utilize this platform frequently, as there was a massive chance that the promotional videos would reach the maximum number of customers. PepsiCo capitalized on this opportunity to regularly promote its services on YouTube so that the customers are getting updated regarding the activities that are being performed within the company.

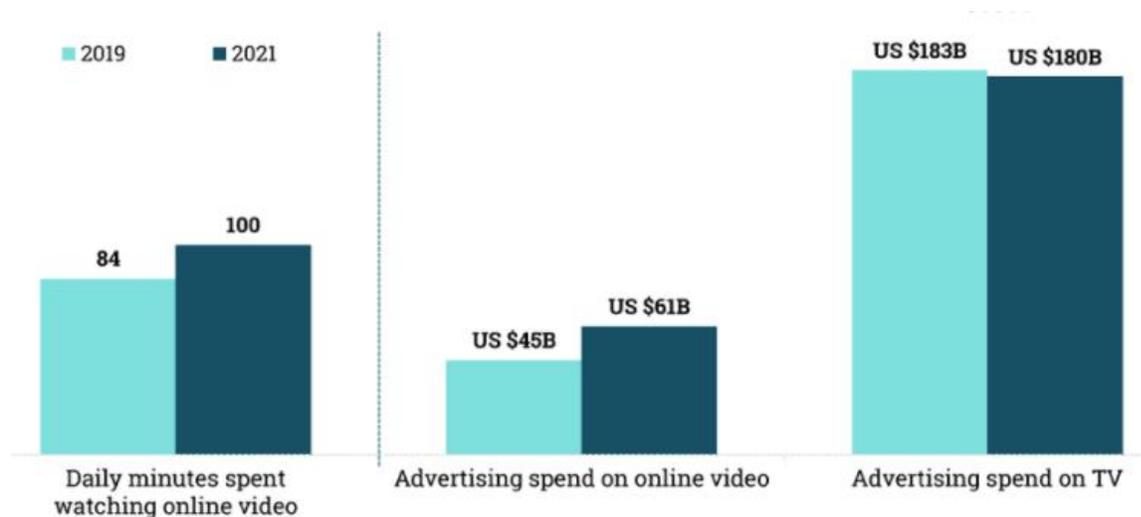


Figure 2: Online Video Viewership Trends

The above-mentioned picture backs the notion of PepsiCo's adaptation of digital marketing as it can be observed that the viewership has increased during the period of 2020-2021. The watch time has increased, which means that there are more consumers than in the past. PepsiCo has got all the basics covered in this regard and utilized social media technology effectively during this period. The company still needs some sort of improvement in the overall model because its success is heavily dependent upon the efficacy of the marketing strategy and, more specifically, digital marketing (Dai, 2021). The current age of advancements encourages the utilization of innovative and latest technology to carry out certain operations, and this has enhanced the demand for digital marketing. PepsiCo has to improve customer engagement on Facebook because it is the largest platform compared to all the other platforms. This, in return, would provide the company with an opportunity to increase customer interaction and the desired sales rate and profitability accomplished.

Pepsi's Global Data Measurement

Covid-19 has forced organizations to work differently compared to the former times because people's lives have changed dramatically. Corporate organizations are usually subjected to numerous crises, but the pandemic was different compared to all the other crises. The lives of the people were at stake, and the administrations were compelled to impose a lockdown to ensure the people's health and safety. Businesses had to transform their mode of operation from physical to virtual mode, which made it quite difficult for the organizational staff to interact effectively (White, Nieto, and Barquera, 2020). PepsiCo was also aware of the importance of consumer engagement during this testing period, and that is why it carefully measured the global data and accessed the situation proficiently. According to the company's head of global media and data center, "Atin Kulkarni," the company has emphasized the execution of operations effectively during the pandemic and providing the customers with services of the highest quality.

Pepsi is an organization that currently owns 280 different brands. This widens the chain of brands, and it becomes for the company to keep them connected and perform like a single unit. Specifically, during COVID-19, when the need for connecting people virtually had tremendously increased, PepsiCo's stance was of great significance in this regard. The aim was to develop such a strategy that would be helpful in building a direct relationship with millions and billions of consumers across the globe. Therefore, flexible and effective marketing was the go-to technique to be used in the prevailed scenario.

Atin Kulkarni said that the company was well aware of its responsibilities during this period as people's lives were changed drastically. PepsiCo's job is to provide the customers with some sort of betterment in this regard. The company aimed to adapt and figure out the best way to mark its presence within the market. The adaptation of new tools was the core strategy to be

adopted by the company because the management knew that it was the way to ensure effective interaction with the customers and to keep all the brands connected (Nair *et al.*, 2021). The company has invested massively to remain sustainable with the latest technology and quickly address the evolving need and demands of the customers. There are still some improvements required in the company's digital marketing strategy but it still have emphasized the provision of the best possible services to the customers.

The company transformed and enhanced the mode of operation by considering a stepwise approach. The first and foremost step was to transform the conventional measures and to stay updated with the latest innovations and protocols interlinked with the market. The second step was to utilize innovative tools and adapt to the latest norms of digital marketing. The last and most important step was to make sure that the developed strategies were effective and were in accordance with the operational demands of the company.

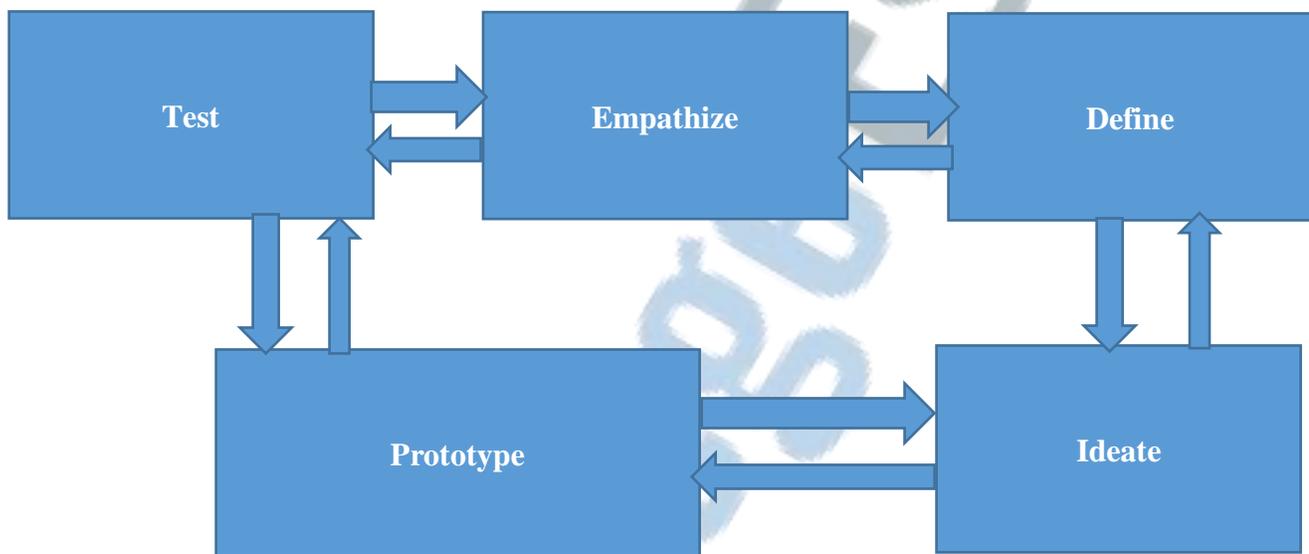


The company utilized the ROI engine, which helped reinvent the marketing strategy by considering the core features of the marketing mix. It has helped Pepsi to evaluate the overall impact of the different campaigns on the operational efficiencies of the businesses. The company can automate everything, such as the data inputs, outputs, and processes associated with this

mechanism. The improvement in the quality of digital marketing is also interlinked with the utilization of the ROI engine. Pepsi has also emphasized the enhancement of the quality of its promotional videos and has tried to provide the viewers with a clearer and more high-quality vision of its videos (Dai, 2021). The ROI engine is continuously utilized by the company to keep a regular check on the performance instead of evaluating the performance once a year. Pepsi adopted the global norms but utilized the latest strategies to ensure that the company accomplished favorable outcomes even during the haunting period of a pandemic. The primary aim was to establish a strategy that justifies all the markets and is applicable to all the areas across the globe, satisfying all the geographies. This turned out to be effective for the organization in maintaining the baseline efficiency of all the brands of the organization. The company had developed a team that was responsible for evaluating the quality of the media practices of the organization. The team developed a creative and media scorecard that was similar to the proven frameworks, such as the ABCD framework of YouTube. This scorecard helps the organization to remain united and aligned toward the attainment of specific targets. The major that has to be achieved during these times is the effective implementation of operations during the pandemic. The scorecard has enabled the company to adopt the creative approach and continue to excel within the market during this period which demonstrates the success of the company's digital marketing approach.

The last step in this regard was testing the implementation of the newly developed strategies. PepsiCo always looks to utilize innovative mechanisms to make sure that things are being carried out in a highly proficient manner. The company tests the quality of its videos by matching custom videos to a certain audience segment in order to provide them with more relevant experiences (Chen, 2021). Pepsi has utilized effective tools like director mix that have

helped the company to maintain a standard quality of its videos. For instance, the company once tested its advertisement videos in a campaign where it managed to raise 30% awareness regarding one of its important water brands. This provided the management with an idea to keep on using this technique, as the company used the same technique in its YouTube videos for the brand "Lays." Different videos were created for each flavor, and the theme of the video was associated with that particular flavor.



PepsiCo's global marketing model is interlined with the design thinking cycle that covers the basic factors associated with customer engagement and efficacious digital marketing strategies. ROI provides an effective marketing mix model that is integrated with the latest technology and digital marketing processes. The final stage tests the effectiveness of the marketing strategies and their impact on the targeted audience.

Analysis of these Strategies

PepsiCo considers this tenure as one of the greatest tenures in terms of learning and testing. The company's employees had experienced and learned different skills in this period. The company was also provided with opportunities to consider new techniques to digitally promote its products and services during the period of lockdown and restrictions (Zhang, 2019). The company also aims to improve the marketing processes by executing the performance marketing strategy. This will require much dedication from the employees of the organization because it will require massive testing and experimentation. The basic requirement in this regard is that the company will have to take valuable data from the retailers and utilize it for evaluating the whole system. The company is also looking for effective utilization of tools such as Ads Data Hub that will provide the company with an in-depth insight regarding different campaigns that can help the organization to enhance customer engagement at various platforms.

Suppose the company's previous strategies are considered. In that case, it can be said that the company has improved a lot in its digital marketing department, and it is due to the greater testing and learning protocols that the company has experienced. The company has faced numerous challenges during this period, and they have made the company a dominant video marketer across the globe. PepsiCo has also become able to observe what is good for its productivity and what is not as a result of effective video marketing. Having a flexible video

strategy and the consent to hinge is something that the other organizations must consider during this period because it will help them to improve customer interaction and engagement during the pandemic.

Things to Learn from PepsiCo

PepsiCo has been tremendously successful throughout the past few years, and that is because the company has always focused on improvements in its operational strategies. The pandemic had imposed a destructive impact on the overall wellbeing of the society, and the people started to feel depressed during this unwanted pandemic. This was a complicated situation for the businesses as they had to adopt different operational mechanisms in the prevailed scenario, and it was not easy for them to replace their conventional measures with a new strategy in a convenient manner. However, PepsiCo has been up to the mark in this scenario as the organization has dealt with the situation in an efficacious manner and ensured that all the operations during the pandemic are running smoothly (Zhang, 2019). This, in return, has also provided the company with an opportunity to attain the desired advantage over the competitors and to acquire a formidable position within the overall market. Perfect positioning, investing in the right direction, digital marketing, innovation, and effective sponsorships are the highlights of the company's effective strategy, and these are the things that other organizations can learn from PepsiCo.

Effective Positioning

PepsiCo offers its customers high-quality drinks that are low in calories and hygienic, due to which the customers are always attracted to the products and services offered by them. The digital marketing of the company always embodies young energy, and most of the consumers of the company belong to the age group of 13-35. Their pricing is also effective, and their

advertisement reaches maximum customers. Moreover, the company's promotional activities keep on informing the customers regarding the hygienic measures of the company, due to which the desired sales rate was also maintained even during the pandemic.

Investment in Right Direction

The company has invested around 15% of its budget on marketing, and the core focus was on digital marketing. The company still uses numerous traditional promotional methods, but now its go-to strategy is digital marketing, which is the primary tool used by the company during the pandemic. The utilization of social media platforms to promote the activities is also considered as the core strategy applied by the company, and it also invests massively in these activities.

Digital Marketing

The pandemic tenure can be considered a golden period for the company in terms of digital marketing. The company has utilized different platforms and arranged different campaigns to engage the customers towards the organization (Nair *et al.*, 2021). Their campaigns are always impactful and have influenced the targeted segment. The adaptation of the latest technology is very important to sustain within the competitive world, and Pepsi is doing exactly for many years.

Innovation

The utilization of ROI during the pandemic period can be considered a major innovative strategy adopted by the company to improve its digital marketing services. Moreover, the company always looks to use innovative procedures to carry out the operations to take an adequate advantage over the competitors. The primary example in this regard is the company invests massive funds to promote great and innovative ideas.

Figure 3: Pepsi Funding Innovative Ideas

Effective Sponsorship

The company depends upon sponsors to achieve the desired brand awareness. Pepsi heavily invests in sports marketing that has been a tremendous source for recognition for the brand. This helps the company sustain itself within the competitive world and remain updated with the latest advancements in the market.

Recommendations

After critically analyzing the company's digital marketing strategy during a pandemic, it can be said that the company has considered all the necessary factors associated with effective digital marketing (Garzone, 2015). However, the company lacks in some aspects that the engagement is not up to the mark. The trends show that even though the company has invested massively in its marketing activities but still in 2020, the graph of investment is observed to be declining. This is a contradictory statement considering the company's overall success, but it still lacks behind its most prominent competitor Coca Cola.

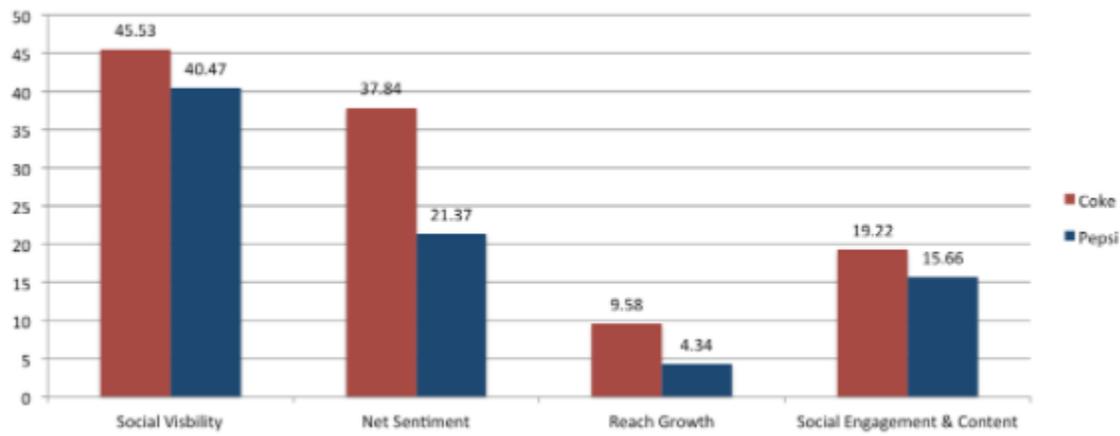


Figure 4: PepsiCo vs. Coca Cola

The above-mentioned picture shows that Pepsi lags behind Coca-Cola in numerous aspects considering the digital marketing mechanism of both companies. This is used to the fact that Coca-Cola has prioritized Facebook as the maximum number of customers that can be engaged on this particular platform. PepsiCo must arrange different activities on Facebook regularly to ensure the fact that it attains maximum customer interaction. This will not only be helpful for the company to attain the desired advantage over the competitors, but its overall position will also be accomplished. The overall analysis also demonstrates that the company is

more inclined towards the transactional paradigm of marketing that is why it does not attain a sufficient share considering the consumer's loyalty and satisfaction. The concentration on improving the interaction on Facebook with consumers will play a massive role in developing an effective relationship between the company and the consumers, and due to this, the marketing paradigm will slightly shift from transactional model to a relational model.

Table 1: Difference b/w Relational and Transactional Paradigm

Transactional	Relational
Target Segment	One on One consumer interaction
For a Specific Period	For Lifetime
Moderate Value	Lifetime Value
Massive market shares	Valuable Customers
Broadband	Direct Communication (e.g. Facebook)
Passive Customers	Powerful and Valued Clients

In this regard, the best possible marketing technique will be a mixture of the transactional and relational modes of marketing. The company will be able to develop an effective one-one relationship with the consumers. It will hold a massive market share that will allow the company to compete with its rivals effectively.

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