

Purpose-Driven Culture as Strategic Capability

J. Frank Harrison III, Coca-Cola Consolidated, t-factor and the Move from Purpose Statement to Culture Transformation

Online resource for *Faith and Belief at Work: From Compliance to Capability*

Summary

This case study illustrates what **Strategic Capability** can look like when purpose, faith, leadership, culture, service and profitable growth are intentionally connected.

In the Faith-and-Belief Maturity Journey, Strategic Capability is the stage at which faith and belief are no longer treated only as matters of legal compliance, employee support or occasional inclusion. They become connected to leadership, human capital, stakeholder trust, culture, governance and long-term value.

Coca-Cola Consolidated provides a distinctive example. The company publicly states its Purpose as: to honour God in all it does, to serve others, to pursue excellence and to grow profitably. Its t-factor initiative extends that purpose into a wider training and transformation platform designed to help other leaders build purpose-driven, servant-based workplace cultures.

Frank Harrison, Chairman and CEO of Coca-Cola Consolidated, describes this culture not as an abstract statement but as a way of leading: truth and integrity create trust; humility puts others first; morality means doing what is right; service goes deeper than selling; excellence requires doing things well; and growth begins with growing people.

This is Strategic Capability because faith-shaped purpose is not being held at the edge of the business. It is being translated into culture, leadership, service, operational discipline, community engagement and sustained organisational identity.

The organisational context: purpose as culture

Coca-Cola Consolidated is the largest Coca-Cola bottler in the United States, serving consumers across 14 states and the District of Columbia. The company makes, sells and distributes beverages from The Coca-Cola Company and other partner companies in nearly 300 brands and flavours to approximately 60 million consumers.

Within that large commercial context, Coca-Cola Consolidated presents purpose as central to culture. Its public statement says the company strives to fulfil its Purpose: to honour God in all it does, to serve others, to pursue excellence and to grow profitably. It also states that service is at the core of its culture, including service to teammates, consumers, customers and communities.

Frank Harrison's welcome video reinforces the same point. He tells new colleagues that the company has a powerful purpose-driven culture and that culture matters because, when the culture is right, the business can do incredibly well. Purpose is not positioned as something separate from business performance. It is presented as the foundation for performance.

For the White Paper, the important point is not that every organisation should adopt Coca-Cola Consolidated's exact wording. The important point is that this case shows faith-related purpose being operationalised as culture. Purpose is not only posted on a wall. It is used to frame values, leadership behaviour, customer service, people development, excellence and growth.

From stated purpose to leadership values

Harrison describes the first part of the company's purpose, honouring God in all we do, as being about values. He connects it to truth, integrity, humility and morality. If there is no truth, he says, there is no trust; if there is no trust, there is no relationship.

This matters because Strategic Capability requires translation. Faith language alone does not create mature organisational practice. It becomes capability when it is translated into concrete values and behaviours that shape how people lead, serve, decide and relate.

In Harrison's description, truth and integrity are not private virtues. They become the basis of trust. Humility is not weakness. It means putting other people first. Morality is about character and doing what is right. Service is not limited to selling and delivery. It means knowing customers, caring about their families and sometimes stepping back from selling in order to serve.

These are precisely the kinds of human qualities the White Paper argues organisations increasingly need: trust, conscience, judgement, humility, service, moral responsibility and long-term value. In this case, they are being linked directly to the company's purpose and leadership expectations.

Service as a business discipline

A central theme in Harrison's video is service. He describes serving others as essential to relationships with customers, but he quickly moves beyond transactions. Selling products, pricing strategies and delivery matter, but they are not enough. Leaders and teammates must go deeper by knowing people, helping them and serving their families where appropriate.

Harrison's phrase is simple: sometimes the task is not "sell, sell, sell," but "serve, serve, serve." He then connects this to business growth, saying that if the company could have 15,000 servant leaders, it would not be able to build enough Coca-Cola plants to handle the volume.

That statement captures the Strategic Capability lesson. Service is not treated as a soft value competing with commercial performance. It is treated as a business discipline that can deepen relationships, strengthen trust, improve customer connection and support growth.

For Boards, this is an important example of faith-shaped purpose moving beyond identity or expression into operating philosophy. Service becomes part of how the organisation understands sales, customer relationships, leadership and growth.

Growth begins with people

Harrison also connects purpose to growth. In his words, growth is good, growth is right, and the company must grow its people because no company grows unless its people grow.

That idea closely aligns with the White Paper's emphasis on whole-person potential. In a faith-and-belief context, Strategic Capability means asking whether organisational systems help people become more fully capable, not merely more productive. Growth is not only market expansion. It includes people development, leadership formation, stronger relationships and deeper service.

Coca-Cola Consolidated's broader transformation narrative makes the same point. The Transformation Factor presents culture as something leaders must build, model and steward. It emphasises investing in people, helping them recognise their fullest potential, creating vitality, growth and purpose, and leading through service.

This is not simply a faith statement. It is a human capital statement. It asks leaders whether people are being treated as costs to be managed or as persons whose growth enables organisational growth.

t-factor: sharing the model beyond the company

The t-factor website describes its purpose as transforming workplace cultures around the world for good, for God and for growth. It presents t-factor as a Coca-Cola Consolidated training initiative that shares the company's transformation journey and its approach to building a purpose-driven corporate culture.

The t-factor platform also identifies leadership values that support this transformation: purposeful, servant, inspirational, educational and credible. Servant leaders are described as focused on others, humble, encouraging, inclusive, good listeners and possessing foresight. Credible leaders are ethical, trustworthy and believable.

This is another sign of Strategic Capability. The company is not only practising a purpose-driven culture internally. It is packaging, teaching and sharing its culture-building approach with other leaders and organisations.

For the White Paper, t-factor is an example of faith-and-belief practice becoming external thought leadership. It connects internal culture, leadership formation, stakeholder service and wider social contribution. It also raises a useful Board question: what has our organisation learned about purpose, people and culture that could benefit others?

Guardrails for pluralistic organisations

This case also requires careful interpretation. Coca-Cola Consolidated's purpose is explicitly theistic and Christian in inspiration. In some contexts, that may be authentic, well-governed and deeply embedded in the organisation's history. In other contexts, Boards will need different language and structures that fit their legal, cultural, workforce and stakeholder environment.

The White Paper does not recommend that every company copy another organisation's faith language. It recommends that Boards build capability to engage religion or belief with clarity, confidence and care. For most large, pluralistic organisations, that means ensuring that people of all faiths and none are treated with dignity, that participation is voluntary, that no employee is coerced, and that workplace standards apply fairly to everyone.

The transferable lesson is not that every organisation should use identical words. The transferable lesson is that purpose must be translated into culture, leadership, systems, trust and service. If a company names faith as part of its purpose, it must also build practices that protect dignity, support inclusion, avoid coercion, strengthen accountability and serve the common good.

What this case shows about Strategic Capability

1 1. Faith-related purpose is connected to business identity.

Coca-Cola Consolidated does not present purpose as a side initiative. Its stated purpose frames culture, values, leadership and growth.

2 2. Values are translated into leadership behaviours.

Truth, integrity, humility, morality, service, excellence and growth are connected to how people lead and relate to customers, teammates and communities.

3 3. Service is treated as a strategic discipline.

Service is not only philanthropy or kindness. It shapes sales, customer relationships, trust and growth.

4 4. Growth is linked to people development.

Harrison's message that no company grows unless its people grow connects purpose to human capital and leadership formation.

5 5. Culture is operationalised.

The t-factor initiative turns the company's purpose-driven culture into training, resources and leadership development for others.

6 6. The model is shared externally.

t-factor shows how an internal culture model can become an external resource for leaders seeking workplace transformation.

7 7. Purpose is connected to community impact.

Coca-Cola Consolidated publicly connects its purpose to service in communities and local partnerships.

8 8. Strategic Capability requires guardrails.

The case reminds Boards that explicit faith language must be handled with voluntariness, inclusion, non-coercion, fairness and respect for people of all faiths and none.

Board implications

1 Purpose: Is our purpose a statement, or does it actually shape culture, leadership and decisions?

- 2 **Values:** Have we translated our stated values into behaviours that people can recognise, practise and be held accountable for?
- 3 **Leadership:** Are truth, integrity, humility, service and accountability treated as leadership capabilities?
- 4 **Human capital:** Do our systems help people grow as whole persons, or only as productive units?
- 5 **Service:** Do we understand service as a strategic discipline in customer, teammate and community relationships?
- 6 **Governance:** If faith is part of organisational purpose or culture, are there clear guardrails protecting voluntariness, dignity, inclusion and fairness?
- 7 **External learning:** Do we have culture practices that could serve as resources for other organisations?
- 8 **Measurement:** Is purpose visible in leadership development, culture measurement, community engagement, retention, trust and long-term value?

Practical leadership lessons

- 1 **1. Make purpose operational.**
Purpose becomes capability when it shapes values, decisions, leadership expectations, customer service, people development and accountability.
- 2 **2. Treat service as strategy.**
Service can deepen trust, strengthen relationships and create long-term value when it becomes part of how the business operates.
- 3 **3. Grow people to grow the business.**
Strategic Capability links performance to human development. A company grows sustainably when its people grow.
- 4 **4. Translate faith language into inclusive practice.**
Faith-related purpose must be expressed through behaviours that protect dignity, avoid coercion and serve people well.
- 5 **5. Share what works.**
A mature organisation can become a resource for others when it has learned how to build trust, culture and purpose in practice.

Why this belongs with the White Paper

Faith and Belief at Work: From Compliance to Capability argues that faith-friendly workplaces are not a niche concern. They are one practical test of whether organisations are becoming more human as they become more technologically powerful.

Coca-Cola Consolidated's t-factor example shows what this can look like when faith-shaped purpose is connected to culture, leadership, service, excellence, growth and external learning.

This is Strategic Capability: faith and belief integrated into how an organisation understands purpose, forms leaders, serves stakeholders, develops people and creates long-term value.

The case should not be read as a universal template to copy. It should be read as a vivid example of the deeper question every Board must ask: how do our deepest commitments become culture, and how does culture become lasting value?

Pull quote options

“Our purpose is to honour God in all we do, to serve others, to pursue excellence and to grow profitably.”
“If there is no truth, there is no trust.”
“Sometimes you have to back off sell, sell, sell and just serve, serve, serve.”
“No company grows unless its people grow.”
“Purpose must become culture.”

Suggested online framing

Resource type	Case study
Related White Paper section	Chapter 2, Faith-Friendly Workplaces as a Strategic Capability; Chapter 3, Values in Action; Chapter 5, Human-Centred Leadership; Chapter 6, Maturity Journey; Chapter 8, 12-Month Roadmap
Maturity stage illustrated	Strategic Capability
Key themes	purpose-driven culture, servant leadership, faith and corporate values, people development, customer service, community engagement, t-factor, culture transformation, Board governance
Primary audience	Boards, CEOs, CHROs, culture leaders, purpose leaders, leadership-development teams, responsible business leaders, faith-and-belief workplace leaders

Source note

This case study is based on Coca-Cola Consolidated’s t-factor website, J. Frank Harrison III’s *The Transformation Factor* website, Frank Harrison’s welcome video transcript, and the framework developed in Brian J. Grim, RFBF and Faith@Work UK, *Faith and Belief at Work: From Compliance to Capability*, London 2026.