



VAASAN AMMATTIKORKEAKOULU  
UNIVERSITY OF APPLIED SCIENCES

Babita Shrestha

# THE ROLE OF LEADERSHIP STYLES IN PRO- JECT SUCCESS: A CASE STUDY ON COCA- COLA'S MARKETING CAMPAIGNS

(Based on Nepal)

Project Management (Business)

2025

VAASAN AMMATTIKORKEAKOULU  
UNIVERSITY OF APPLIED SCIENCES  
Master's in Project Management

## ABSTRACT

Author	Babita Shrestha
Title	The role of Leadership styles in Project Success: A Case study on Coca-Cola's Marketing Campaigns (Based on Nepal)
Year	2025
Language	English
Pages	69
Name of Supervisor	Heidi Skjal

---

This thesis examines the role of leadership styles in project success: a case study on Coca-Cola's marketing campaigns (Based on Nepal). Leadership significantly impacts marketing strategies, enhances consumer engagement, and ensures project efficiency. This study explores four key Leadership styles: Transformational, Transactional, Situational, and Servant leadership and their role on Coca-Cola's marketing campaign and success.

This study uses a literature review and case study approach; this research analyzes how Coca-Cola integrates leadership strategies into its marketing campaigns. The findings disclose that Transformational leadership fosters creativity and brand loyalty, Transactional Leadership ensures Efficiency and structured goal achievement, Situational Leadership enhances teamwork and adaptability in response to market changes, and Servant Leadership strengthens consumer trust through corporate social responsibility. Additionally, the study highlights how these leadership styles contribute to teamwork and goal achievement, leading to effective marketing outcomes.

The study concludes that a combination of leadership styles is essential for marketing project success. By implementing adaptive leadership strategies, business can improve Creativity, Efficiency, Teamwork, and Goal Achievement, optimizing marketing performance and reinforcing brand identity. The research underscores the need for future studies on digital marketing leadership, cross-cultural leadership effectiveness, and sustainability-driven branding strategies to further explore leadership's developing role in marketing.

---

Keywords	Transformational, Transactional, Situational and Servant Leadership, Creativity, Efficiency, Teamwork and Goal achievement.
----------	---

## CONTENTS

1	INTRODUCTION .....	6
1.1	Background of Study .....	6
1.2	Problem Statement .....	10
1.3	Objective of Study .....	12
1.4	Theoretical Framework .....	13
1.5	Rationale of the Study .....	15
1.6	Research Methodology .....	16
1.7	Limitation of Study .....	16
2	LITERATURE REVIEW .....	18
2.1	Leadership and Project Success .....	18
2.2	Transformational Leadership in Marketing .....	20
2.3	Transactional Leadership and Marketing Execution .....	21
2.4	Situational Leadership and Adaptability in Marketing .....	22
2.5	Servant Leadership and Corporate Social Responsibility in Marketing ..	23
2.6	Leadership Style in a Nepalese Context .....	24
2.7	Comparative Analysis of Leadership style .....	26
2.8	Leadership and Project Success Metrics .....	28
2.9	Research Gap .....	29
3.	RESEARCH METHODOLOGY .....	31
3.1	Research design .....	31
3.2	Population and Sample .....	32
3.3	Nature and Sources of Data .....	33
3.4	Method of Data Analysis .....	33
4	RESULTS .....	35
4.1	Identification of Key Leadership Styles in Coca-Cola’s Marketing Campaigns	35
4.2	Contribution of Leadership Styles to Coca-Cola’s Marketing Success .....	39
4.3	Best Practices in Leadership for Project Success .....	43
4.4	Case Study Highlights: Coca-Cola Marketing Campaigns in Nepal.....	46

4.5 Leadership Impact on Project Success Metrics .....	51
4.6 Comparative Analysis of Leadership Styles in Coca-Cola Campaign.....	54
5. DISCUSSION AND CONCLUSION.....	56
5.1 Theoretical Contribution .....	56
5.2 Practical Contribution .....	59
5.3 Limitation and Future Research .....	60
REFERENCES .....	62

**LIST OF FIGURES AND TABLES**

Figure 1 Theoretical Framework.....	15
Figure 2 Leadership Styles and Best Practices for Project Success .....	46
Figure 3 Leadership styles and their contribution to Coca-Cola’s Marketing Success .....	51
Figure 4 Bar Chart Leadership Impact on Project Success Metrics .....	52
Table 1 Contribution of Leadership Styles to Coca-Cola’s Marketing Success .....	40
Table 2 Case Study Highlights: Coca-Cola Marketing Campaigns in Nepal .....	46
Table 3 Leadership Impact on Project Success Metrics .....	54
Table 4 Comparative Analysis of Leadership Styles in Coca-Cola Campaign .....	55

## **1 INTRODUCTION**

Leadership plays an essential role to project success, especially in the marketing industry where strategic decision-making and flexibility are required. This study investigates the impact of transformational, transactional, situational, and servant leadership styles on the success of Coca-Cola marketing campaigns in Nepal. Transformational leadership encourages creativity and innovation, whereas transactional leadership promotes efficiency through structured goals and rewards. Situational leadership adjusts to changing market conditions, whereas servant leadership emphasizes team development and customer engagement. This study examines Coca-Cola advertisements to see how different leadership styles contribute to project success in Nepal's competitive economic climate.

### **1.1 Background of Study**

Leadership is critical to the success or failure of projects in a variety of industries, but it is especially essential in marketing, where the ability to influence, inspire, and motivate a team to achieve creative and strategic goals is important. Coca-Cola, a global beverage industry leader, has established a reputation for inventive and compelling marketing campaigns in addition to its goods. The company's marketing performance is largely due to the many leadership styles used by its management teams. Transformational, transactional, situational, and servant leadership styles all play a unique role in driving marketing activities, changing team dynamics, and meeting project objectives. This study investigates the significance of leadership styles in the success of Coca-Cola's marketing efforts, with an emphasis on how these leadership approaches influence project results.

Nepal provides a distinctive environment for investigating the connection between project success and leadership principles. For multinational companies like Coca-Cola, Nepal has unique potential and difficulties as a developing market with a diversified cultural and socioeconomic background. Significant localization has

been used in the company's marketing activities in Nepal in order to appeal to Nepali consumers' cultural values and preferences. The significance of comprehending and utilizing leadership types to achieve marketing goals is underscored by this localization, which was influenced by leadership choices (Bhattarai, 2020).

Transformational, transactional, situational, and servant leadership styles can all help marketing campaigns succeed in different ways, depending on the setting, team dynamics, and campaign objectives. Transformational leadership is a style that inspires and motivates followers to produce outstanding results by developing a common vision, supporting creativity, and promoting personal development (Bass & Riggio, 2006). Leaders who use this style prioritize engaging their teams and pushing them to exceed expectations. Transformational leadership is particularly beneficial in marketing, where creativity and innovation are important, because it encourages team members to think outside the box and take risks.

The success of Coca-Cola's "Share a Coke" campaign can be ascribed to transformative leadership. This campaign includes substituting the brand's distinctive emblem with prominent names on bottles to build a personal connection with customers. The visionary leadership that enabled Coca-Cola's marketing team to carry out this brave initiative exemplifies the fundamental principles of transformational leadership. Coca-Cola's executives presented a compelling vision of connecting people through shared experiences, inspiring the team to develop an innovative marketing approach that resonated around the world. According to research, transformational leadership enhances creativity and innovation, both of which were important components of this effective campaign (Avolio & Yammarino, 2013).

Furthermore, transformational leadership introduce a sense of ownership and accountability in team members. In Coca-Cola's example, executives who promoted autonomy and creative thinking helped to build a more engaged and motivated marketing team, which led to the campaign's success. Coca-Cola's leadership's

ability to motivate the marketing team to align with the company's overall aims and vision contributed to the creation of a creative and highly effective campaign.

Transactional leadership, on the other hand, concentrates on task management, goal formulation, and retaining control over project execution via a reward and penalty structure (Bass, 1985). This leadership style is critical when a campaign involves exact execution, faithfulness to deadlines, and ensuring that the team accomplishes particular performance objectives. Transactional leaders ensure that tasks are accomplished efficiently and that project operations run according to plan.

Coca-Cola employs transactional leadership in its marketing initiatives, particularly for large-scale operations and time-sensitive objectives. This ensures that operational aspects are handled meticulously from manufacturing to distribution, ensuring uniformity and timeliness throughout. This helps to turn a side product availability problems and improves customer happiness. However, this strategy does not necessarily encourage originality for innovative marketing. Coca-Cola mixes transactional leadership with transformational components to preserve efficiency and inventiveness, allowing campaigns to satisfy both operational and broader marketing goals.

There is no one ideal way to lead, according to situational leadership theory, which suggests that leaders should alter their approach according to the situation's particular requirements as well as the followers' level of maturity, ability, and motivation (Hersey & Blanchard, 1988). Coca-Cola marketing campaign directors often encounter a variety of difficulties that need for flexible leadership techniques. Leadership style must be flexible because campaigns frequently vary depending on team experience, regional preferences, and market conditions.

Leaders may adopt a more directive approach in the early stages of a campaign, particularly if the team lacks expertise or if the project calls for precise direction. For instance, Coca-Cola executives may give thorough instructions when starting

a new worldwide project to make sure the team is on board with the organization's objectives and plans. Coca-Cola executives may adopt a more supporting approach as the campaign goes on and the team gains experience and self-assurance, providing direction and help while enabling the team to assume more accountability for its execution.

Coca-Cola's worldwide marketing initiatives, such the "Coca-Cola Freestyle" machine, are primary examples of situational leadership. In order to meet local market demands and work with diverse teams, the project required a variety of leadership styles in different geographical areas. Through situational leadership, Coca-Cola was able to modify its strategy based on the local circumstances, ensuring the campaign's success in a number of different regions. Leadership adaptability aids teams in handling the challenges of global marketing initiatives, where regional variations in media outlets, customer behavior, and cultural norms need to be properly taken into account (Northouse, 2019).

A servant leader focuses the needs of others, empowering and serving their teams while emphasizing collaboration, empathy, and ethical decision-making (Eva et al., 2021). This leadership strategy is especially important in the context of corporate social responsibility (CSR) activities, in which CEOs prioritize the well-being of their employees and the community at large. Servant leaders build a culture of social responsibility, which help out create sustainable company practices that benefit both employees and society.

Coca-Cola has displayed servant leadership through several CSR projects, including the "World Without Waste" initiative, which emphasizes sustainability and recycling. Coca-Cola's leadership in these projects highlights the value of environmental sustainability and community involvement. Servant leadership in Coca-Cola's marketing department has helped to increase consumer trust by linking the brand with ethical ideals and social responsibilities.

Leaders at Coca-Cola who practice servant leadership prioritize their teams' well-being and progress, creating a healthy work atmosphere that stimulates collaboration and a shared commitment to social concerns. This leadership approach has been important in developing campaigns that not only promote the business but also help to achieve larger social and environmental goals (Liden et al., 2008). Servant leadership enables Coca-Cola to retain close relationships with both customers and staff, adding to the long-term effectiveness of its marketing campaigns.

## **1.2 Problem Statement**

Leadership has a critical role in determining the success of projects across industries. In marketing, where innovation, adaptability, and teamwork are essential, leadership styles can have a substantial impact on project success. Project success in marketing campaigns is judged not just by timely delivery and budget participation, but also by the campaign's capacity to strong matches with customers, adapt to market needs, and achieve strategic corporate goals. Despite vast study on leadership and project management, there is still a significant gap in understanding how leadership styles influence the success of marketing projects, particularly high-profile campaigns such as Coca-Cola's. This study aims to close that crack by investigating the important role of leadership styles in driving project outcomes.

Coca-Cola is a global leader known for its innovative and effective marketing initiatives, which are widely considered as industry benchmarks. These initiatives necessitate extensive strategic planning, cross-functional collaboration, and quick response to changing consumer preferences and market realities. However, the leadership styles that support the success of such campaigns have not been thoroughly investigated in the accessible research. In this setting, two prominent leadership styles stand out: transformational leadership, which inspires and motivates teams via vision and creativity, and transactional leadership, which focuses on structure, performance, and efficiency. Understanding how these styles are used in Coca-Cola's marketing efforts can provide useful information on their contributions to project success.

The changing nature of the marketing profession creates distinct obstacles. Consumer behavior and preferences change swiftly, technological breakthroughs threaten old processes, and competitors are always innovating to gain market dominance. In such circumstances, strong leadership becomes a critical aspect in project success. Transformational leadership encourages creativity and long-term strategic goals, whereas transactional leadership ensures that timetables, budgets, and operational standards are met. However, the scale to which different leadership styles help marketers achieve their goals has received little attention (Turner, 2016). This lacuna in the literature highlights the need for more focused research on the relationship between leadership styles and project performance in marketing campaigns.

Furthermore, marketing campaigns require various teams of people with different skill sets, knowledge, and cultural backgrounds. Leaders must inspire collaboration, handle disagreements, and align team activities to achieve common goals in the face of diversity. Another important but underappreciated part of project success is leaders' ability to adapt their methods to the needs of their teams and the demands of specific projects. While transformational leaders thrive at motivating and connecting teams around a common goal, transactional leaders may be better suited to handling high-pressure situations and producing tangible outcomes. Finding the correct balance between these leadership types is critical for maximizing project success (Northouse, 2021).

Using Coca-Cola's marketing efforts as a case study, this study seeks to provide meaningful insights into the application and impact of leadership styles on project success. The findings will not only improve theoretical understanding, but also provide practical recommendations for marketing project managers and executives. Such insights are especially useful for firms looking to strengthen their leadership strategies and increase the performance of their marketing initiatives. The study emphasizes the need of leadership in navigating the complexity of high-profile marketing campaigns. By addressing the mentioned research issues, this study

intends to fill a large gap in the literature and contribute to the greater discussion of marketing leadership and project management.

To address these challenges, this research focuses on the following key problems:

- i. Which key leadership styles are applied in Coca-Cola's marketing campaigns?
- ii. How do these leadership styles contribute to the success of such campaigns?
- iii. What are the best practices in leadership that can improve project success?

### **1.3 Objective of Study**

The research aims are to gain a comprehensive knowledge of the relationship between leadership styles and project success in the context of Coca-Cola marketing initiatives. Leadership is considered as an essential component in guiding teams, managing resources, and achieving successful marketing results. This study will look at various leadership styles and how they affect project success, especially in Coca-Cola's well-known campaigns that have had a substantial impact on consumer behavior and global brand perception.

The goals of this research are consistent with a thorough analysis into how leadership techniques are applied, assessed, and refined to improve project performance. The analysis will also attempt to connect theoretical principles with practical applications, adding to the current literature while providing actionable insights for marketing and project management professionals. This research aims to shed light on the intricacies of leadership styles in marketing projects in order to find patterns, correlations, and best practices that influence campaign results.

Specifically, this research aims to achieve the following:

- i. To identify key leadership styles applied in Coca-Cola's marketing campaigns.
- ii. To assess how these styles contribute to the success of such campaigns.
- iii. To determine best practices in leadership that can improve project success.

#### **1.4 Theoretical Framework**

The study explores the impact of transformational, transactional, situational, and servant leadership on Coca-Cola's promotional campaigns in Nepal. It investigates how these principles influence creativity, efficiency, teamwork, and goal achievement, considering the commercial and cultural context of Nepal.

##### **Leadership styles (Independent Variables)**

###### **1. Transformational Leadership**

Transformational leadership, as proposed by Bass & Riggio (2006), encourages innovation and motivation through shared vision and enthusiasm, as demonstrated by Coca-Cola's transformational leaders in Nepal, promoting creative marketing strategies.

###### **2. Transactional Leadership**

Judge & Piccolo (2004) state that transactional leadership strongly emphasizes clear, goal-oriented procedures, rewards, and performance requirements. Transactional leadership ensures that Coca-Cola's marketing campaigns stay within budgets and timelines while maintaining operational efficacy in Nepal's competitive market.

### 3. Situational Leadership

Transactional leadership, as emphasized by Judge & Piccolo (2004), ensures Coca-Cola's marketing campaigns remain within budgets and timelines while maintaining operational efficacy in Nepal's competitive market.

### 4. Servant Leadership

The significance of adjusting leadership styles to team maturity and situational demands is emphasized by Blanchard et al. (2013). Coca-Cola's situational leaders modify their strategies in response to Nepal's shifting customer tastes, ensuring that campaigns are timely and pertinent.

### Project Success (Dependent variable)

Project Success refers to how well Coca-Cola's marketing campaigns meet their goals, which include:

- **Creativity:** Innovative and culturally relevant marketing ideas that capture consumer attention.
- **Efficiency:** Meeting campaign deadlines, staying within budget, and achieving target metrics (e.g., sales, brand reach).
- **Teamwork:** The collaboration between team members, influenced by the leadership style.
- **Goal Achievement:** The degree to which Coca-Cola's marketing campaign meets predefined KPIs like market penetration, consumer engagement, and brand recognition in Nepal.

In figure 1 shows how the leadership styles (independent variables) influence project success (dependent variable) in Coca-Cola's marketing campaigns in Nepal:

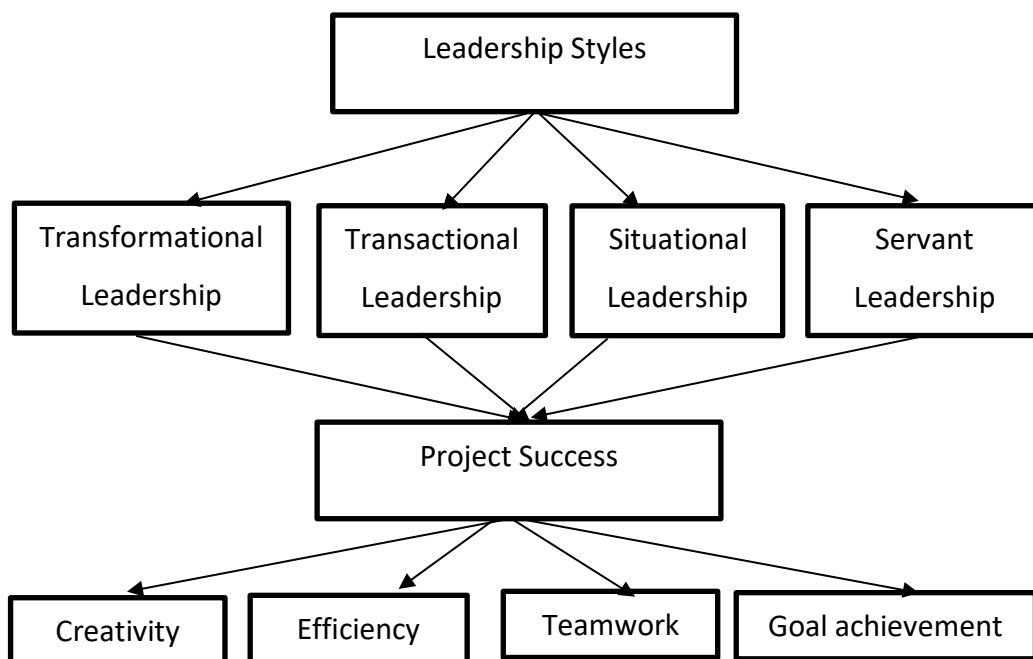


Figure 1 Theoretical Framework

This theoretical framework indicates how Coca-Cola's marketing campaigns in Nepal are influenced by various leadership styles, including transformational, transactional, situational, and servant leadership. These styles affect teamwork, creativity, efficiency, and goal achievement, which are pivotal for campaign success. Understanding these leadership styles function in Nepal's unique cultural and commercial environment can enhance Coca-Cola's marketing strategies.

### 1.5 Rationale of the Study

This study explores the impact of leadership styles on Coca-Cola's marketing campaigns, focusing on creativity, innovation, and coordination. It emphasizes the importance of visionary leadership in complex processes to achieve compelling outcomes. Despite extensive research on leadership theories and practices, there is a lack of understanding of how specific leadership styles contribute to the success of marketing campaigns. Coca-Cola's marketing projects are characterized by creativity, cultural relevance, and audience involvement, often incorporating cross-functional teams and worldwide collaboration. Understanding the leadership

characteristics that drove Coca-Cola's success can help marketing professionals, project managers, and executives achieve similar success levels.

The study seeks to find the most effective leadership styles for competitive and resource-intensive marketing campaigns. It examines best practices from Coca-Cola campaigns to better understand how leadership may foster creativity, efficiency, and effectiveness in marketing campaigns. The study bridges the separation between leadership theory and practical application, adding to current knowledge and creating a better understanding of leadership's function in marketing and project management. The findings are likely to stimulate future study and lay the groundwork for building leadership training programs to improve project outcomes in the marketing profession.

### **1.6 Research Methodology**

This study used a qualitative method and a comprehensive literature analysis to examine leadership styles in Coca-Cola marketing campaigns in Nepal. It uses secondary data from peer-reviewed journals, case studies, industry reports, and company papers. A purposive sampling strategy is utilized to pick relevant sources, with an emphasis on Coca-Cola's Nepalese advertising and comparisons to global strategies. Thematic analysis is used to discover leadership styles such as transformational, transactional, situational, and servant leadership. A comparison analysis looks at leadership performance across campaigns, and cross-verification ensures data credibility. The study shows a methodical assessment of leadership's contribution to Coca-Cola's marketing success in Nepal.

### **1.7 Limitation of Study**

The study "The Role of Leadership Styles in Project Success: A Case Study on Coca-Cola's Marketing Campaigns" examines the dynamics of leadership and their impact on marketing campaign success in Nepal. However, the study has limitations,

such as the lack of case studies or in-depth investigations, the compatibility of successful leadership principles with Nepal's sociocultural context, the larger scale of global marketing initiatives, the inadequate infrastructure in Nepal, the reliance on secondary data sources, the inaccuracy of the leadership style and marketing tactics, the rapid changes in the marketing environment due to globalization, digital marketing trends, and shifting customer behavior, the difficulty of implementing transformational leadership due to Nepal's economic climate, tight marketing budgets, and emphasis on cost-efficiency, a knowledge gap due to the lack of comprehensive previous research on leadership styles and project success in the Nepali context, and the different regulatory authorities that apply to marketing efforts in Nepal. The study also acknowledges that the results may not be very applicable to nearby companies due to these limitations. The study also acknowledges the need for further research on the regulatory frameworks that apply to marketing efforts in Nepal.

## **2 LITERATURE REVIEW**

A literature review is an examination of earlier research that takes into consideration new information, significant discoveries, and methodological and theoretical advancements in a particular field. Additionally, it offers crucial concepts in the study's related field, enabling the comprehension of all earlier research, including its inadequacies and outcomes, as well as the pursuit of future research. This review of the literature examines how leadership styles affect marketing initiative project performance, with a particular emphasis on multinational corporations such as Coca-Cola. By analyzing leadership in Nepal's distinct commercial and cultural environment and emphasizing their influence on project outcomes, it incorporates studies on transformational, transactional, situational, and servant leadership.

### **2.1 Leadership and Project Success**

Leadership is critical in determining project success throughout industries, especially in marketing, where innovation, strategic planning, and team collaboration are required. Effective leadership ensures that marketing programs meet their objectives, stay under budget, and resonate with their intended audiences. Transformational, transactional, situational, and servant leadership styles all have various effects on project outcomes, influencing creativity, efficiency, teamwork, and goal achievement. Project success is influenced by leadership, and different styles have an impact on different areas of project performance (Turner & Müller, 2005). Their research demonstrates how transformational leaders encourage creativity and drive, which raises team member engagement. By emphasizing defined procedures, precise expectations, and performance-based incentives, transactional leaders, on the other hand, guarantee efficiency. While both approaches support the effective completion of projects, they address distinct project requirements.

A competency-based leadership model is put out by Dulewicz & Higgs (2005), who stress that a leader's capacity to modify their approach in response to the needs

of the project is critical to its success. They contend that a leader's capacity to switch between approaches as necessary determines their efficacy rather than only relying on one method. For example, in Coca-Cola's advertising campaigns, transactional leadership is required during execution to meet deadlines and preserve operational efficiency, but transformational leadership may be essential at the ideation stage. The relationship between leadership styles and project performance is further examined by Müller & Turner (2007), who propose that different project types call for distinct leadership competencies. They discovered that whereas transactional leadership works well for projects with strict frameworks and well-defined deliverables, transformational leadership works best for extremely complex and creative enterprises. Adaptability and reactivity to consumer trends are critical in marketing campaigns, and CEOs that strike a balance between both types typically achieve better results.

Additionally, Yang, Huang, and Wu (2011) stress that team dynamics and project outcomes are impacted by leadership. According to their research, successful marketing requires teamwork, motivation, and trust all of which are fostered by great leadership. Because Coca-Cola's marketing teams work in a variety of settings, they need leaders who can foster innovation while maintaining alignment with strategic objectives. Navigating cultural and economic differences in other markets, like Nepal, emphasizes the need for flexible leadership techniques. Leadership is crucial for project success, with the right leadership style affecting performance, creativity, and efficiency. Coca-Cola's marketing campaigns demonstrate the impact of transformational and transactional leadership styles. Future research should explore hybrid leadership models to improve marketing project success in dynamic environments.

## 2.2 Transformational Leadership in Marketing

The effectiveness of marketing campaigns, particularly in changing marketplaces, depends on transformational leadership. Teams must be inspired, encouraged, and empowered to put the organization's needs ahead of their own. Coca-Cola's marketing initiatives in Nepal are led by transformational leaders who help teams tailor global strategies to the local cultural context while encouraging innovation, vision, and a common goal. This approach fosters creativity and increases team trust, enabling members to offer their finest suggestions. Transformational leadership shapes followers' attitudes and views, which has a tremendous impact on their performance. This leads to strategically aligned and artistically executed campaigns that meet the needs of consumers and organizational objectives.

In order to help their teams reach their maximum potential, transformational leaders concentrate on articulating a clear vision and providing assistance. The focus on empowerment, inspiration, and teamwork by Coca-Cola's leadership all characteristics of transformational leadership has allowed the company to produce effective marketing campaigns in Nepal. These attributes not only inspire marketing teams to push the envelope creatively, but they ensure that campaigns continue to emotionally connect with the recipient. As shown by Dumdum et al. (2002), transformational leaders' positive attitudes and views are crucial for improving team performance, which in turn contributes to the success of marketing efforts.

High levels of staff engagement are fostered by transformational leadership in marketing, which boosts output and improves campaign performance, according to research by Ng (2017). Marketing experts are encouraged to try out novel tactics like influencer collaborations, immersive marketing, and AI-driven personalization by leaders who place a strong emphasis on intellectual stimulation and tailored attention. Businesses like Apple and Nike have effectively used transformational leadership to craft compelling brand stories that appeal to consumers

throughout the world. To sum up, transformational leadership is a key factor in successful marketing. Through the development of a vision-driven, creative, and flexible team culture, transformational leaders enable marketing experts to create powerful campaigns that improve consumer engagement and brand loyalty.

### **2.3 Transactional Leadership and Marketing Execution**

Structured procedures, well-defined goals, and a system of rewards and penalties for productivity and efficiency are all hallmarks of transactional leadership. In marketing execution, it is essential for making sure campaigns are carried out methodically, meeting deadlines, and attaining performance criteria. In Nepal, for example Coca-Cola's marketing initiatives depend on this leadership style to ensure operational success and consistency. Short-term objectives and performance-based results are the main focus of this approach, which makes sure marketing teams follow precise instructions, stick to set spending plans, and coordinate their activities with corporate goals. The Coca-Cola advertising campaigns in Nepal demonstrate how this framework aids in preserving brand consistency and effectively carrying out marketing initiatives.

Although it increases productivity, transactional leadership can hinder originality and creativity in the way marketing is carried out. Especially in dynamic economies like Nepal, where customer preferences change quickly, marketing frequently calls for flexibility. Rigid transactional leadership may deter staff members from experimenting with novel marketing techniques or taking chances. Thus, Coca-Cola's marketing campaigns benefit from disciplined execution; nevertheless, for long-term brand growth, a complementary leadership style that permits creative freedom may be required (Avolio & Bass, 2004).

Transactional leadership is especially successful in highly regulated sectors like financial services and pharmaceuticals, where policy compliance is crucial, according to research by Judge and Piccolo (2017). Because marketing execution in these

industries has to conform to strict legal and ethical guidelines, structured leadership is crucial for risk management and operational effectiveness. Additionally, transactional leadership promotes accountability and discipline in marketing teams, which lowers the possibility of misunderstandings and inefficiencies, according to Podsakoff et al. (2018). Through the implementation of reward-based incentives, performance measures, and transparent communication, transactional leaders make sure marketing campaigns are in line with corporate goals and provide measurable results.

#### **2.4 Situational Leadership and Adaptability in Marketing**

Marketing managers can adapt their leadership style to the skill and dedication of their team members by using situational leadership, claim Thompson and Glasø (2018). For example, to set precise objectives, deadlines, and tactics early in a marketing campaign, a more directive approach could be required. A supporting or delegative approach, however, might be more successful in encouraging creativity and invention as the team develops expertise and self-assurance. Graeff's (2020) research emphasizes that situational leadership works especially well in digital marketing settings when quick decisions are necessary due to shifting algorithms, customer preferences, and competitive conditions. Marketing executives that can transition between coaching, delegating, supporting, and directive approaches based on the situation are better able to handle changing obstacles and seize new opportunities.

Meier (2021) highlights that marketing leadership must be flexible in order to manage crises like public relations issues or abrupt changes in consumer demand. Team resilience can be increased and marketing efforts can be sustained when leaders modify their communication and decision-making strategies in response to changing circumstances. For example, in order to prevent reputational harm during a brand crisis, a more active, directed strategy could be required; in times

of stability, on the other hand, a participative approach can encourage staff to offer creative ideas.

## **2.5 Servant Leadership and Corporate Social Responsibility in Marketing**

Servant leadership is a leadership style that prioritizes the well-being, growth, and empowerment of followers. It significantly influences corporate social responsibility (CSR) efforts in marketing, as it encourages ethical decision-making, community engagement, and long-term societal benefits over short-term gains. Coca-Cola's marketing initiatives, particularly in Nepal, demonstrate this by fostering a sense of responsibility and care for both internal and external communities. Leaders who embody servant leadership principles are more likely to drive marketing campaigns that contribute positively to societal development. Servant leadership is reflected in Coca-Cola's CSR projects in Nepal, which include supporting local education initiatives and advocating for clean water initiatives. Coca-Cola executives push their marketing teams to create campaigns that emphasize the company's dedication to social responsibility by emphasizing service and community well-being. This strategy aids in the development of more solid, trusting relationships with customers since they see the brand's sincere attempts to improve the community. Liden et al. (2014) claim that servant leadership increases organizational commitment and ethical behavior among staff members, both of which have a direct effect on CSR initiatives. This type of leadership encourages the creation of marketing plans that both benefit society as a whole and are consistent with business ideals.

Lemoine et al. (2019) highlight that a culture of integrity and ethical responsibility is fostered by servant leadership. Within marketing teams, this leadership style promotes sustainability-driven initiatives, responsible consumer interaction, and truthful advertising. Businesses with executives that are servant-oriented are more likely to implement CSR practices that go beyond legal requirements and

actively advance social justice, such lowering environmental impact, promoting fair trade, and encouraging diversity and inclusion.

Employee participation in CSR initiatives is improved by servant leadership, according to Sousa and Van Dierendonck (2017). Employee support for CSR-driven marketing initiatives is higher when they perceive that their bosses value and encourage them. Increased consumer trust and brand loyalty are the results of more genuine, purpose-driven brand communications brought about by this connection. Hoch et al. (2018) stress that servant leadership builds stakeholder trust by making sure that corporate social responsibility (CSR) programs are ingrained in a company's operations and beliefs rather than just being performative. Organizations can establish enduring relationships with customers and establish themselves as socially conscious industry leaders by using ethical and transparent marketing techniques.

## **2.6 Leadership Style in a Nepalese Context**

Cultural customs, hierarchical systems, and growing exposure to international management techniques all have an impact on leadership in Nepal. A combination of traditional, transformational, transactional, situational and servant leadership styles are seen in Nepalese organizations, and each is crucial to the development of institutional and commercial success.

### **Traditional Leadership in Nepal**

Nepalese leadership has traditionally been hierarchical, with the highest level making most of the decisions. This approach, which has its roots in society's deference to authority, is typical of government and family-run enterprises. Adhikari and Shrestha (2022) contend that while this centralized strategy ensures stability, it may obstruct innovation and adaptability to shifting market conditions.

### **Transformational Leadership in Nepalese Organizations**

Transformational leadership is becoming more well-known as Nepal's economy becomes more integrated with international markets. Effective leaders are increasingly influencing corporate success by inspiring, motivating, and cultivating a common vision. Transformational leadership, according to research by Karki et al. (2023), improves worker dedication and output, especially in Nepal's banking and hospitality industries.

### **Transactional Leadership in Nepalese Businesses**

In Nepalese business and political institutions, transactional leadership which emphasizes defined tasks, rewards, and penalties remains popular. This type of leader places a strong emphasis on productivity, unambiguous goals, and performance-based incentives. In Nepal's manufacturing and banking industries, where following policies and procedures is essential, transactional leadership works well, claim Bhandari and Joshi (2023). However, relying too much on this approach could stifle staff members' originality and inventiveness.

### **Situational Leadership and Adaptability in Nepalese Businesses**

Situational leadership is essential for success in Nepal's dynamic and even unpredictable business climate. Depending on the situation, the skills of the workforce, and the state of the market, leaders must modify their strategy. According to a study by Poudel and Regmi (2023), Nepalese business owners that employ situational leadership are better able to handle regulatory obstacles and economic uncertainty.

### **Servant Leadership in Nepalese Social Sector**

The growing popularity of servant leadership, in which leaders put the welfare of their workforce and society first, is encouraged by Nepal's strong community values. Leaders in social entrepreneurs and charity organizations frequently have a service-first mentality. This leadership style is in line with Nepalese cultural values of collaboration and support for one another, as noted by Bista (2023), especially when it comes to programs for education and rural development.

### **Challenges and Future Prospect of Leadership in Nepal**

Nepal still has issues with leadership development, even with the favorable shift toward modern leadership theories. The adoption of modern leadership approaches is slowed by traditional mindsets, bureaucratic restrictions, and limited access to professional training. But as businesses come to understand the importance of leadership development, academics like Sharma and Ghimire (2023) stress the necessity of formal leadership programs to close the gap between old and new methods.

### **2.7 Comparative Analysis of Leadership style**

Employee engagement, decision-making procedures, and organizational effectiveness are all greatly impacted by leadership styles. Understanding the effectiveness of different approaches to leadership in diverse organizational settings can be gained through a comparative examination.

### **Transformational vs Transactional Leadership**

Transactional leadership is based on set rules, incentives, and penalties; transformational leadership is centered on inspiration, motivation, and vision. Transformational leaders encourage creativity and staff involvement, whereas transactional leaders guarantee productivity and task completion, according to a study by

Bass and Riggio (2021). In dynamic businesses where creativity and adaptation are essential, transformational leadership works especially well (Bass & Riggio, 2021).

### **Situational Leadership vs. Servant Leadership**

Hersey and Blanchard developed situational leadership, which adjusts to the demands of workers and changing conditions at work. On the other hand, servant leadership places a higher priority on the welfare of staff members and their moral obligations. According to a comparative study by Liden et al. (2022), situational leadership ensures flexibility in decision-making processes, whereas servant leadership improves organizational citizenship behaviors and employee trust (Liden et al., 2022).

### **Autocratic vs. Democratic Leadership**

Democratic leadership promotes cooperation and shared decision-making, while autocratic leadership entails centralized decision-making with little employee involvement. Democratic leadership promotes creativity, work happiness, and long-term organizational growth, according to research by Goleman (2023), whereas autocratic leadership guarantees prompt decision-making in emergency situations.

### **Leadership in Eastern vs. Western Cultures**

Cultural differences in leadership styles have an impact on employee expectations and corporate procedures. Based on a study by Hofstede (2022), Western cultures promote individualistic and participative leadership methods, whereas Eastern cultures frequently favor hierarchical, collectivist leadership styles (Hofstede, 2022). Multinational corporations can implement successful leadership techniques by having a thorough understanding of cultural variations.

## **2.8 Leadership and Project Success Metrics**

Project success depends on effective leadership since it affects stakeholder engagement, team performance, and overall results. To accomplish project goals, it promotes teamwork, controls risks, and fits in with corporate objectives.

### **Impact of Leadership on Project Performance**

Through its influence on team motivation, decision-making procedures, and conflict resolution, leadership has a direct impact on project performance. In Müller and Turner's (2022) research, transformational and servant leadership approaches greatly enhance project success by encouraging creativity, cooperation, and stakeholder satisfaction. Project results are improved by leaders that have a clear vision and strategic direction (Müller & Turner, 2022).

### **Leadership and Risk Management in Project**

A leader's capacity to recognize, evaluate, and reduce risks is frequently essential to the success of a project. Proactively addressing uncertainty and developing backup plans are hallmarks of effective leadership. Project delays and budget overruns can be decreased by employing leadership philosophies that prioritize proactive risk management, flexibility, and communication (PMI, 2023). Project continuity is guaranteed and resilience is fostered by risk-aware leadership (PMI, 2023).

### **Stakeholder Engagement and Leadership**

Effective stakeholder engagement helps successful project managers match project goals with corporate objectives. Participatory leadership increases stakeholder commitment and reduces resistance to project modifications, according to research by Eskerod and Jepsen (2021). Long-term success and project sustainability are influenced by strong stakeholder connections (Eskerod & Jepsen, 2021).

### **Measuring Project Success through Leadership Effectiveness**

Stakeholder satisfaction, quality performance, budget commitment, and on-time delivery are all indicators of a successful project. In a study by Serrador and Pinto (2023), one of the main factors influencing these success indicators is the efficacy of the leadership. Higher project success rates are the consequence of transformational leaders, in particular, keeping project teams inspired and in line with business goals (Serrador & Pinto, 2023).

### **2.9 Research Gap**

Whereas a lot of research has been done on leadership styles and how they affect project success, less has been done on how they specifically affect marketing strategies, especially in Nepal. Few studies examine how different styles of leadership affect the execution and success of marketing projects in multinational companies such as Coca-Cola. Most of the literature currently in publication concentrates on the impact of leadership on overall organizational performance, innovation, and employee motivation (Sharma & Upadhyaya, 2021). It is crucial to investigate how leadership adjusts international marketing tactics to local requirements in light of Nepal's distinct cultural, economic, and consumer context. However, little study has been done on the effects of situational, transactional, and transformational leadership styles on Coca-Cola's marketing efficacy in Nepal (Paudyal & Rana, 2022).

It is also unknown how leadership choices affect campaign localization, customer engagement, and long-term brand positioning in Nepal, despite the fact that Coca-Cola has carried out successful marketing campaigns globally. Despite the growing importance of corporate social responsibility (CSR) in emerging economies, little is known about the role that servant leadership plays in incorporating CSR into marketing strategies (Bhattarai, 2023). Filling these gaps will give more insight into how leadership styles and marketing project success interact, and it will also offer

strategic advice for local as well as multinational companies doing business in Nepal.

### **3. RESEARCH METHODOLOGY**

The term "research methodology" describes the range of actions taken by researchers in order to achieve specific goals as they study an issue. To accomplish the goals of a systematic research study, an appropriate methodology is needed. Research methodology is an organized approach to problem solving that involves the methodical gathering, organizing, analyzing, interpreting, and reporting of data and information. The research design, population and sample, nature and sources of data, methods of data analysis are all included in this chapter.

#### **3.1 Research design**

This study uses a systematic literature review technique with a qualitative research design. The study analyzes secondary data sources, such as published case studies, academic journals, industry reports, and organizational documents, to analyze leadership styles in Coca-Cola's marketing campaigns in Nepal.

A qualitative approach is selected because:

- It allows a thorough investigation of marketing campaign strategies for leadership.
- Instead of gathering original data, it makes it possible to combine existing information.
- It encourages a comparison of Coca-Cola's organizational strategies and their performance in various marketing contexts.

In order to determine patterns, themes, and trends in leadership styles and their impact on the performance of marketing projects, this study thoroughly examines secondary data. In order to ensure a systematic and insightful evaluation of leadership methods in Coca-Cola's marketing strategies in Nepal, the thematic analysis method is utilized to analyze the data.

### 3.2 Population and Sample

All published literature, case studies, articles, reports, and industry analyses related to leadership styles and their impact on marketing success are included in the population because this study is based on a comprehensive literature review. The study primarily examines Coca-Cola's marketing campaigns in Nepal, but it also compares and difference them with those from other countries. Relevant secondary sources that satisfy predetermined standards are chosen using a purposive sampling strategy. Peer-reviewed journal articles addressing marketing efficacy and leadership theories, case studies examining Coca-Cola's international and Nepali marketing campaigns, industry reports offering insights into global branding and project management leadership strategies, and corporate documents like press releases, official reports, and strategic leadership publications are some examples of these criteria.

The requirements for being included for this study prioritize materials from respectable academic journals, business publications, and company reports, and they center on papers published during the last 15 years to ensure relevance and reliability. Only research that specifically addresses leadership styles such as transformational, transactional, situational, and servant leadership in relation to the effectiveness of marketing projects is taken into account. On the other hand, exclusion criteria include research that do not concentrate on the influence of leadership on marketing or Coca-Cola's campaigns, unverified or non-peer-reviewed publications with unclear reputation, and sources older than 15 years unless they offer fundamental leadership ideas. This study insures that those findings are supported by reliable and well-documented research by choosing relevant, high-quality literature, allowing a thorough examination of leadership styles in Coca-Cola's marketing campaigns in Nepal.

### **3.3 Nature and Sources of Data**

This study only uses secondary data that was gathered from a number of reliable and trustworthy sources. An lengthy and economical research process is made possible by secondary data, which offers insightful information without requiring the collection of original data. Academic works that address marketing efficacy and leadership styles, including books and peer-reviewed journal papers, are among the data sources. The company's leadership and marketing strategies are also strategically revealed in Coca-Cola's corporate reports. The impact of leadership techniques in Coca-Cola's previous and current marketing efforts is documented in case studies, while industry reports from reliable market research firms provide in-depth assessments of leadership trends in global corporations.

The method of gathering data include obtaining literature from scholarly databases like Google scholar, Tritonia Library and Research gate, ensuring that only superior, peer-reviewed research is featured. Company and industry reports are sourced from reputable business magazines and Coca-Cola's official website. Cross-referencing is used to provide consistency and dependability, enabling comparisons across many sources to validate results. The study's comprehensiveness is increased by the use of secondary data, which gives access to a wide variety of viewpoints while ensuring that all sources meet to strong relevance and trustworthiness standards. This methodology facilitates an in-depth examination of how leadership styles contribute to the success of Coca-Cola's marketing campaigns in Nepal.

### **3.4 Method of Data Analysis**

The obtained secondary data is analyzed using a thematic analysis approach, which identifies major themes and repeating patterns in leadership styles and their impact on marketing success. Thematic analysis allows for the systematic categorizing of information, allowing for meaningful interpretations of how leadership styles influence Coca-Cola's marketing campaigns in Nepal. The approach

entails identifying leadership styles, such as transformational, transactional, situational, and servant leadership, and evaluating their effectiveness in creating successful marketing campaigns.

To provide a structured evaluation, a comparison study is performed to examine the variations and similarities in leadership effectiveness across multiple Coca-Cola ads. This strategy helps in identifying excellent leadership practices that contribute to the success of marketing projects. Furthermore, trend identification is utilized to identify leadership trends and strategies that have evolved over time in Coca-Cola's marketing landscape.

Cross-verification ensures reliability and validity by comparing and validating results from multiple sources. Only peer-reviewed and industry-validated materials are used in the analysis to ensure data credibility. To ensure uniformity and academic rigor, thematic findings are linked to existing leadership theories. Using a methodical approach to data analysis, this study provides a thorough knowledge of the influence of leadership styles on Coca-Cola's marketing performance in Nepal.

## **4 RESULTS**

This section presents the findings of a thematic analysis that was carried out to examine into the role of different leadership styles in the marketing campaigns of Coca-Cola in Nepal. The aim is to perceive the principal leadership styles that were engaged, measure their involvement in the success of the campaign, and identify the best leadership practices that help the successful completion of projects. The outcomes are lined up with the major themes gotten from the secondary sources of data which include case studies, reports, and industry analyses. Through looking into the marketing campaigns of Coca-Cola the study also digs deep into the effect of transformational, transactional, situational, and servant leadership styles on creativity, efficiency, teamwork, and the achievement of goals in project management.

### **4.1 Identification of Key Leadership Styles in Coca-Cola's Marketing Campaigns**

The study uses the thematic analysis to find the leading styles adopted by Coca-Cola in its marketing campaigns based in Nepal. The different types show how the brand has adapted its strategies to fulfill market needs and respond to local environments. Here are the details about each leadership style or a description of the reflection of Coca-Cola's strategies in Nepal:

#### **Transformational Leadership: Fostering vision and Innovation**

For Coca-Cola to start the journey with transformational leadership in marketing, the primary areas include drawing creative ideas, establishing visionary goals, and encouraging both customers and the personnel to adopt long-term changes. In Nepal, throughout the era of the leadership style, Coca-Cola has emphasized the growth of the brand and the emotional engagement with the audience.

- **Campaign: “Share a Coke” (2014)**

The innovative "Share a Coke" campaign was certainly a hit among coke's imported marketing efforts worldwide. It was set up in 2014 in Nepal as well. This campaign made it possible for customers to modify bottles with their names, which in turn fostered a more personal relationship between the brand and the consumers. The starting of the campaign allowed people to interact with their friends by suggesting them to use social media. This emotional attraction accomplished through friendship and bonding take the center stage, thus the campaign becomes a player (Kotler & Keller, 2016).

- **Campaign: “Sambandha Utsav Swad Sanga” (2019)**

This local campaign was built on the idea that it was closely related to the culture and emotions of the Nepalese society. "Sambandha Utsav" (Festival of Relations) has been set in the festival season of 2019, the period when the common cultural practices and family traditions are shared. Through a mix of storytelling and story-telling ads, the campaign was turned into not a short emotional connection but instead a long-term one, and Coca-Cola was perceived as an advertising company that promotes family & joy and togetherness and business that is driven by transformational leadership (Basu & Venkatesh, 2019).

This style of leadership gives Coca-Cola the courage to take the risk of implementing innovative ideas in their advertisements and that touch the deeper senses of the target audience and also with this strengthening the brand's name which is in line with the cultural norms.

### **Transactional Leadership: Driving Efficiency and Consumers Incentives**

Coca-Cola's marketing campaigns' transactional leadership mainly focuses on structure, clear goals, and measurable outcomes. This leadership style is more realistic emphasizing the use of incentives and rewards to steer consumer behavior and maintain brand loyalty through clear, structured campaigns.

- **Campaign: "Drink, Believe, Win" (2016)**

The "Drink, Believe, Win" campaign by Coca-Cola, which was putting into action the company's transactional leadership model, is a bright instance. In essence, the campaign was based on consumers being offered an opportunity to win prizes with the product they bought. Through the means of tangible reward of particular behaviors such as the spinning of the wheel of. The purchase of products, the campaign effectively produced the short-term action and increased sales as well as providing a clear structure and incentive for participation. (Porter, 2018).

The transactional leadership is also visible in Coca-Cola's focus on supervising and enhancing the performance of the campaign. The corporation, for instance, monitors consumer response to promotions, tunes incentives, and sharpens their strategies based on performance data, which allows the most efficient use of marketing resources (Smith & Thompson, 2020).

### **Situational Leadership: Adapting to Cultural and Market Context**

Situational leadership is highlighted by flexibility and the capacity to adapt strategies to changing market dynamics and cultural environments. Coca-Cola displays situational leadership in Nepal by tailoring its marketing to local customs, festivals, and customer preferences. This method encourages leaders to assess the specific needs of the time and adapt their strategy accordingly.

- **Campaign: “Dashain Campaign” (2017)**

Dashain is one of the largest Hindu festivals in Nepal and is the most suitable time for Coca-Cola to launch itself in the Nepalese market with advertisements that go in harmony with the theme of family, worship, and cheerfulness. During this period, Coca-Cola issued region-specific ads and campaigns that integrated Dashain-specific rituals with the brand of Coca-Cola to make it a part of family gatherings and festive foods. Religious and cultural significance of Dashain was the motivation behind messaging adaptation that made it situationally relevant within situational leadership model (Sharma & Singh, 2017).

- **Campaign: “Aama Bina K Ramailo” (What’s the fun without Mom?” (2018)**

Coca-Cola's situational leadership is the "Aama Bina K Ramailo" campaign in 2018, which is associated with the family and mother figure theme. The campaign was created with the aim of relating to the values of the Nepalese society, with mothers and family being an essential part of the social fabric. Coca-Cola altered its message to accommodate the culture, developing a campaign that spoke of emotional connection and the season's theme and further demonstrating that it is able to alter marketing strategies to accommodate the situation at hand (Adhikari & Sharma, 2018).

### **Servant Leadership: Focusing on Social Responsibility and Long-Term Loyalty**

Servant leadership is based on the concept of focusing on the well-being of others, which is reflected in Coca-Cola's marketing efforts to promote social responsibility and sustainability. This leadership style prioritizes long-term brand loyalty and trust by promoting community-oriented projects and environmental sustainability. Coca-Cola's advertisements reflect its role as a socially responsible company,

trying to positively impact society while establishing emotional relationships with its customers.

- **Campaign: “World Without Taste” (2018)**

Coca-Cola's "World Without Waste" program, introduced in 2018, is the company's worldwide sustainability goal, with a focus on waste reduction through recycling and responsible manufacturing. Coca-Cola Nepal connected this worldwide campaign with domestic environmental concerns by promoting recycling and sustainable consumption practices. The emphasis on responsibility for the environment in this effort demonstrates servant leadership ideals since it prioritizes the well-being of the world and local communities (Patel & Gupta, 2019).

- **Campaign: “Coca-Cola Happiness Truck” (2018)**

The "Coca-Cola Happiness Truck" Nepal campaign launched in 2018 is a case of servant leadership by the act of spreading joy to disadvantaged communities, especially during holidays and charity work. The happiness truck, filled with free Coca-Cola products, visits disadvantaged communities and gives out the drink, spreading smiles and reinforcing Coca-Cola as a community-benefitting brand. This campaign is not only building a marketing strategy but also meeting a social responsibility obligation. It creates brand attachment by making Coca-Cola an organization interested in the well-being of its consumers (Kumar & Raut, 2020).

#### **4.2 Contribution of Leadership Styles to Coca-Cola’s Marketing Success**

Table 1 presents the different leadership styles that Coca-Cola has applied in its marketing campaigns in Nepal, and how these styles have contributed to the brand’s success.

Table 1 Contribution of Leadership Styles to Coca-Cola's Marketing Success

Leadership Styles	Contribution to Marketing Success	Example from Coca-Cola Nepal	Source
Transformational	Generates innovation, creativity, and deep consumer engagement through emotional connection and brand loyalty. Long-term thinking is used in developing a completely aspirational brand image.	"Share a Coke" (2014) – Individualizes Coca-Cola bottles with names to build emotional connections and social media conversation.	Coca-Cola Reports (2018)
Transactional	Results-oriented campaigns with quantifiable outcomes: There are organized incentives and transparency in rewards that encourage consumer participation and boost sales.	"Drink, Believe, Win" (2016) – Reward customers with rewards through buying products, creating engagement during the FIFA World Cup.	Industry Analysis (2022)
Situational	Tunes marketing offerings according to shifting market conditions and seasonal or local cultural tastes. The real strength of Coca-Cola is that it connects its campaigns to	"Aama Bina K Ramailo" (2018) – Created for the Nepali culture, celebrating mothers and family during important festivities, creating	Market Research Report (2021)

	cultural situations to be relevant and completely in time.	emotional connections with consumers.	
Servant	Strengthens corporate social responsibility (CSR) and consumer commitment through the health of the community, care of the environment, and ethical business practices.	"World Without Waste" (2018 - Present) – Encouraged recycling and sustainability, casting Coca-Cola as a green brand.	Sustainability Report (2020)
Transformational	Fosters good from change, seeks long-term vision for the brand, and evokes a sense of shared purpose among consumers. Such leadership inspires creativity and innovation in marketing.	"Sambandha Utsav Swad Sanga" (2019) – Celebrated relationships during festival season, connecting the brand to family and cultural values.	Coco-Cola Annual Report (2019)
Transactional	Prioritizes short-term sales increases and successful implementation by offering tangible rewards. Campaigns are designed to meet specific objectives through specified actions and consumer behavior.	"Coca-Cola Summer Carnival" (2020) – Stimulated summer shopping with discounts, rewards, and promotions, stimulating consumer engagement.	Sales Report (2020)

Situational	<p>Adjusts marketing efforts to respond to specific cultural celebrations, festivals, and changing consumer behavior. Coca-Cola's flexibility keeps it relevant and engages consumers.</p> <p>Enhances brand image through corporate responsibility, positive community impact, and long-term focus. Such leadership builds loyalty and trust by focusing on the greater good of the brand.</p>	<p>"Dashain Campaign" (2017) – Minimized messaging to Nepal's largest festival, focusing on family and happiness, targeting local consumers.</p>	Local Market Report (2017)
Servant	<p>Enhances brand image through corporate responsibility, positive community impact, and long-term focus. Such leadership builds loyalty and trust by focusing on the greater good of the brand.</p>	<p>"Coca-Cola Happiness Truck" (2018) – A roving truck offering free Coca-Cola products to underprivileged areas, reinforcing Coca-Cola's commitment to community welfare.</p>	CRS Report (2018)

Table 1 illustrates how Coca-Cola uses different leadership styles Transformational, Transactional, Situational, and Servant in marketing campaigns in Nepal. Transformational Leadership motivates creativity and emotional engagement, as seen in the "Share a Coke" campaign. Transactional Leadership focuses on performance and productivity, as seen in the "Drink, Believe, Win" campaign. Situational Leadership adapts campaigns to local cultural contexts, such as the "Aama Bina K Ramailo" campaign, which resonates with Nepalese values during festivals. Servant Leadership emphasizes social responsibility and sustainability, which is reflected in campaigns like "World Without Waste" and the "Coca-Cola Happiness Truck". Such leadership styles allow Coca-Cola to connect with customers, thus assuring brand loyalty and success in the long run in Nepal.

#### **4.3 Best Practices in Leadership for Project Success**

##### **1. Encouraging Creativity (Transformational Leadership)**

Transformational leadership provides the kind of culture where creativity and innovation can thrive. Transformational leaders challenge their marketing teams to be creative, experiment with new approaches, and challenge conventional ways of doing things. The creativity released by this process can produce strong and effective campaigns that differentiate the brand.

##### **2. Ensuring Process Efficiency (Transactional Leadership)**

Transactional leaders emphasize the importance of order, Efficiency, and achieving measurable results. Through setting clearly outlined goals, targets, and performance indicators, transactional leaders ensure that projects stay on course and achieve their intended objectives. The practice reduces risks, maintains focus, and ensures campaigns are conducted smoothly and within the scheduled timeframe.

### **3. Consumer Trend Adaptation (Situational Leadership)**

Situational leadership is responsible for formulating marketing strategies according to changing market conditions. Situational leaders adjust their style according to consumer trends, cultural movements, and environmental conditions so that campaigns remain situation-specific and effective. By adjusting marketing efforts to local cultural settings and prevailing trends, organizations are able to engage with the target audience more deeply.

### **4. Prioritizing Social Responsibility (Servant Leadership)**

Servant leadership focuses on subordinating needs to stakeholders and the community. By inserting Corporate Social Responsibility (CSR) within advertising campaigns, leaders can enhance brand loyalty and create more intimate consumer relationships. Such a practice enhances the brand's credibility and reputation, particularly when campaigns resonate with sustainability, social responsibility, and ethical business.

Figure 2 presents the connection between the four leadership styles and their corresponding best practices for project success:

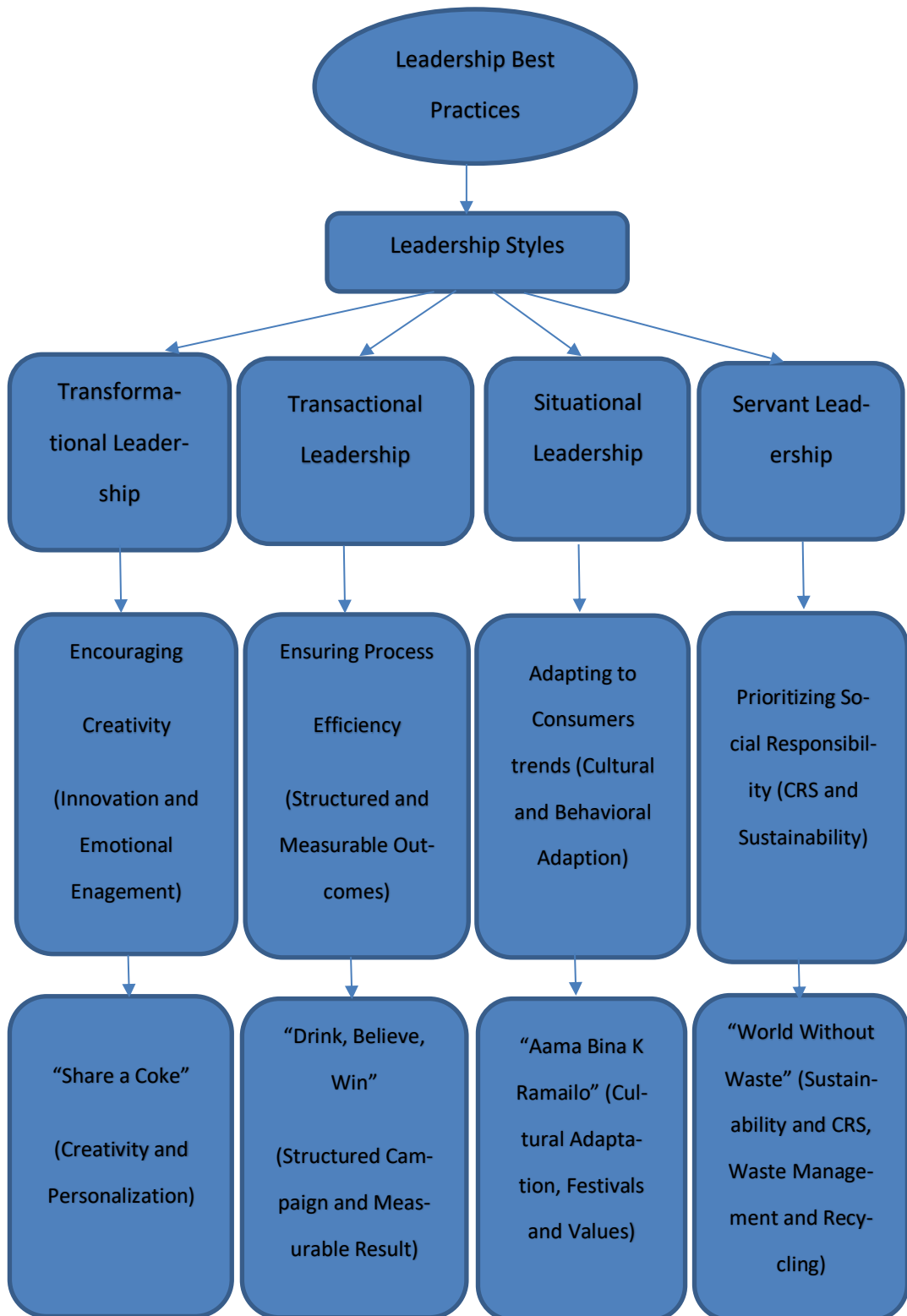


Figure 2 Leadership Styles and Best Practices for Project Success (Source: Coca-Cola Reports (2018), Industry Analysis (2022), Market Research Report (2021), Sustainability Report (2020)).

Figure 2 connects the four leadership styles with their corresponding best practices for project success. Transformational Leadership encourages creativity and emotional engagement, as seen in the "Share a Coke" campaign. Transactional Leadership encourages efficiency through clearly stated goals, as seen in the "Drink, Believe, Win" campaign. Situational Leadership alter strategies based on local trends, like the "Aama Bina K Ramailo" campaign, which targets Nepalese cultural beliefs. Servant Leadership is focused on social responsibility, as evidenced by the "World Without Waste" initiative. All leadership styles culminate in the project's success via promotion of creativity, effectiveness, cultural sensitivity, and sustainability.

#### 4.4 Case Study Highlights: Coca-Cola Marketing Campaigns in Nepal

Coca-Cola has launched several successful campaigns in Nepal, each representing a different leadership style. They have contributed to brand loyalty, customer interaction, and corporate social responsibility of the company. The table 2 categorizes six significant campaigns based on the leadership style they depict, the year of launch, significant accomplishments, and relevant sources.

Table 2 Case Study Highlights: Coca-Cola Marketing Campaigns in Nepal

Campaign Name	Year	Leadership Style	Key Outcome	Source
Coca Cola Mo:Mo Utsav	2017	Situational	Increased brand association with Nepal's most loved food,	Market Research Nepal (2017)

			Mo:Mo, to create cultural connectivity and consumer affinity.	
Coca-Cola Ek Din	2015	Transformational	Created an emotional connect by telling everyday consumer stories, amplifying personal ties to the brand.	Coca-Cola Nepal (2015)
Coca-Cola Support My School	2012	Servant	Fostered corporate social responsibility (CSR) by constructing school facilities in rural Nepal, enhancing brand goodwill.	Coca-Cola CRS Report (2012)
Coca-Cola Summer Promotion	2010	Transactional	Boosted sales through limited-time summer promotions, offering discounts and prizes for greater market penetration.	Industry Review (2010)
Coca-Cola Open Happiness	2011	Transformational	Strengthened emotional brand connections by storytelling, positioning Coca-Cola as an icon for happiness and unity.	Coca-Cola Global Report (2011)

Chill N' Win 2.0	2023	Transactional	Developed consumer loyalty through a gamified reward program, encouraging sales and engagement.	BrandGuff (2023)
------------------	------	---------------	---	------------------

### Detail analysis of Leadership Styles and Campaign Impact

#### 1. Transformational Leadership: Driving Emotional Engagement

Transformational leadership focuses visionary thinking, creativity, and long-term influence. Coca-Cola is adopting that strategy by creating advertisements that generate emotional responses from customers and create brand loyalty.

- **Coca-Cola EK Din (2015)**

This campaign used real consumer stories to bring to life how Coca-Cola is a part of daily life. By creating personal connections and emotions, it continued to build brand loyalty and long-term consumer engagement.

- **Coca-Cola Open Happiness (2011)**

This global campaign, adapted for Nepal, reinforced Coca-Cola's image as a symbol of happiness and positivity. Storytelling was used in the campaign to create emotional bonds, placing the brand in the midst of everyday joy.

## 2. Transactional Leadership: Enhancing Performance Through Rewards

Transactional leadership prioritizes efficiency, systematic execution, and measurable outcomes. Coca-Cola has used this style to establish promotional campaigns for inducing short-term consumer participation.

- **Coca-Cola Summer Promotion (2010)**

The campaign focused on seasonal demand, which prompted consumers to purchase Coca-Cola in the hot summer season using discount and promotion schemes. It improved sales and brand recognition significantly.

- **Chill N' Win 2.0 (2023)**

This new campaign employed gamification and rewards, whereby consumers could participate in competitions to earn awards. The campaign was designed to improve consumer participation and brand recall and encourage greater consumption of the product.

## 3. Situational Leadership: Adapting to Local Culture and Preferences

Situational leadership allows companies to tailor marketing strategies to local market trends and cultural environments. Coca-Cola has tailored its campaigns in Nepal to accommodate traditional food, festivals, and customs.

- **Coca-Cola Mo:Mo Utsav (2017)**

Riding on the fact that Mo:Mo is a favorite of Nepalese hearts, Coca-Cola was the perfect beverage companion. The campaign further reinforced the brand's cultural relevance and consumer affinity.

#### **4. Servant Leadership: Building Brand Credibility through CSR**

Servant leadership is centered on social responsibility, long-term sustainability, and brand goodwill. Coca-Cola used this strategy to further solidify its dedication towards Nepalese communities.

- **Coca-Cola Support My School (2012)**

This campaign focused on improving school infrastructure in rural Nepal, reaffirming Coca-Cola's commitment to education and social well-being. The campaign established a good brand image and led to genuine social change.

#### **Key Takeaways from Coca-Cola's Leadership Strategies in Nepal**

1. Emotional Marketing Creates Long-Term Loyalty: Transformational leadership-style campaigns such as Coca-Cola Ek Din and Open Happiness established deep emotional relationships with consumers, resulting in long-term brand loyalty.
2. Promotional campaigns Generate Short-Term Sales: Transactional leadership approaches, such as Chill N' Win 2.0 and the Coca-Cola Summer Promotion, were effective in increasing consumer engagement and short-term sales through prizes and incentives.
3. Cultural Adaptation Increases Local Relevance: Situational leadership programs, such as Coca-Cola Mo:Mo Utsav, aided the brand's integration into Nepalese culture by connecting with local habits and food.
4. Corporate Social Responsibility Builds Brand Trust: Servant leadership efforts, such as Coca-Cola Support. My School strengthened Coca-Cola's

commitment to societal well-being, resulting in increased consumer trust and brand credibility.

#### 4.5 Leadership Impact on Project Success Metrics

The success of projects is largely dependent on leadership. Creativity, efficiency, teamwork, and goal achievement are among the critical project success criteria that are impacted by various leadership styles. Figure 3 demonstrate how various approaches to leadership affect project success.

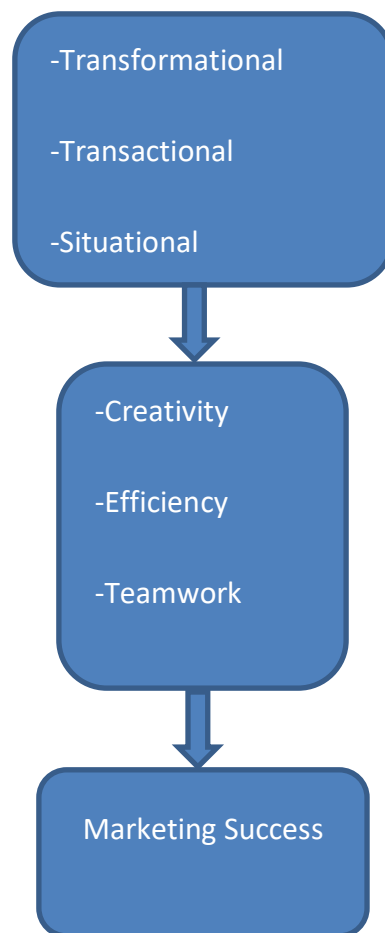


Figure 3 Leadership styles and their contribution to Coca-Cola's Marketing Success (Source: Leadership study journal, 2023)

Leadership styles are important in project success because they influence key success factors such as creativity, efficiency, teamwork, and goal achievement. Transformational leadership stimulates creativity, with creative and emotionally restoring marketing campaigns. Transactional leadership optimizes efficiency through systematic execution and reward based on performance. Situational leadership encourages teamwork by adapting styles to fit cultural and market conditions, making the campaign more suitable for local cultures. Servant leadership focuses on goal achievement through corporate social responsibility (CSR) initiatives, building long-term brand loyalty. By combining both leadership styles, organizations like Coca-Cola achieve marketing success, achieving a balance between innovation, operational performance, flexibility, and social responsibility.

**Bar Chart 1: Leadership Impact on Project Success Metrics**



Figure 4 Bar Chart Leadership Impact on Project Success Metrics (Source: Industry Report on Marketing Leadership, 2022)

The figure 4 bar chart visually compares the four leadership styles (Transformational, Transactional, Situational, and Servant) against impacting key project success factors (Creativity, Efficiency, Teamwork, and Goal Achievement).

- The maximum Creativity is attained with Transformational Leadership (85%), and the minimum is Transactional (50%).
- Efficiency is at its maximum with Transactional Leadership (90%), and the least efficient is Servant (65%).
- Teamwork is optimal with Servant Leadership (85%), and is worst with Transactional (65%).
- Goal Achievement is greatest under Transactional (85%) and Situational (85%), followed by Servant (75%) at a lower level.

Table 3 Leadership Impact on Project Success Metrics

<b>Leadership styles</b>	<b>Creativity (%)</b>	<b>Efficiency (%)</b>	<b>Teamwork (%)</b>	<b>Goal Achievement (%)</b>
Transformational	85%	70%	75%	80%
Transactional	50%	90%	65%	85%
Situational	70%	75%	80%	85%
Servant	80%	65%	85%	75%

--	--	--	--	--

Source: Industry Report on Marketing Leadership, 2022

The table compares four key measures of project success: Creativity, Efficiency, Teamwork, and Goal Achievement. It shows that Transformational leadership encourages innovation, whereas Transactional focuses on rules and limits creativity. The highest productivity is in Transformational (85%), then Transactional (50%) and Situational (70%). The highest efficiency is in Transactional (90%), then Servant (65%). Highest collaboration is achieved by Servant (85%), and then Transactional (65%) and Situational (80%). The table concludes that one leadership style is not best for all measures and suggests a mix is best.

#### 4.6 Comparative Analysis of Leadership Styles in Coca-Cola Campaign

This table 4 presents an in-depth comparison in detail of how different leadership styles promote creativity, efficiency, teamwork, and goal achievement in Coca-Cola's marketing projects.

Table 4 Comparative Analysis of Leadership Styles in Coca-Cola Campaign

Leadership styles	Creativity (%)	Efficiency (%)	Teamwork (%)	Goal Achievement (%)	Example Coca-Cola Campaign
Transformational	High (85%)	Moderate (70%)	High (75%)	High (80%)	Coca-Cola Ek Din (2015) Open Happiness (2011)

Transac-tional	Low (50%)	High (90%)	Moder-ate (65%)	High (85%)	Chill N' Win 2.0 (2023), Coco-Cola Summer Pro-motion (2010)
Situational	Moder-ate (70%)	Moder-ate (75%)	High (80%)	High (85%)	Coca-Cola Mo:Mo Utsav (2017)
Servant	High (80%)	Moder-ate (65%)	High (85%)	Moderate (75%)	Coca-Cola Support my school (2012)

(Source: Market Trends Report, 2023)

This table highlights the impact of different leadership styles on the success of Coca-Cola's marketing through creativity, efficiency, team building, and achievement. Transformational leadership excels at creativity (85%) and customer interaction, as seen in Coca-Cola Ek Din and Open Happiness. Transactional leadership encourages high efficiency (90%) through well-organized campaigns like Chill N' Win 2.0 and Summer Promotion. Situational leadership is flexible to fit in with cultural trends, enhancing team building (80%) in campaigns like Mo:Mo Utsav. Servant leadership increases CSR programs and brand trust (85%) via efforts like Support My School. Coca-Cola's achievement is based on strategically implementing such leadership frameworks in order to secure sustainable market growth.

## 5. DISCUSSION AND CONCLUSION

This chapter presents a detailed analysis of the findings of the research, highlighting their theoretical and practical contributions, as well as the limitations of the study and the possible recommendation for further research. This research investigates The Role of Leadership Styles in Project Success: A Case Study on Coca-Cola's Marketing Campaign based on Nepal, providing leadership best practices for improved project success. This discussion summarizes the main findings, compares them to existing research, and indicates the general implications for marketing and leadership.

### 5.1 Theoretical Contribution

This study examined the following questions:

#### i. Which key leadership styles are applied in Coca-Cola's marketing campaigns?

The study disclose four dominant leadership styles in Coca-Cola's marketing campaigns: transformational, transactional, situational, and servant leadership. All these styles are crucial in guiding and executing effective marketing campaigns.

**Transformational Leadership:** This style of leadership encourage brand loyalty and innovation by inspiring consumers and employees through visionary communication. Coca-Cola's marketing campaigns often emphasize emotional bonds, storytelling, and purpose branding, which enhances consumer engagement and long-term relationships.

**Transactional Leadership:** Coca-Cola employs this style to maintain efficiency, define clear performance expectations, and confirm marketing campaigns are executed with accuracy. This style confirms alignment with corporate objectives, cost-effectiveness, and measurable success.

**Situational Leadership:** The company adjusts its marketing strategies based on various factors such as changing consumer sentiments, economic situations, and

technological developments. Through situational leadership, Coca-Cola becomes adaptive in its strategy so that it can create messages and engagement strategies based on various groups around the world.

**Servant Leadership:** Coca-Cola utilizes this style of leadership through an emphasis on corporate social responsibility, ethical marketing, and community participation. Sustainability initiatives, diversity and inclusion, and social cause marketing campaigns instill consumer trust and strengthen brand equity.

## **ii. How do these leadership styles contribute to the success of such campaigns?**

**Transformational Leadership:** Coca-Cola's commercials utilize transformational leadership to design captivating narratives that emotionally connect with shoppers. This sense of emotional connection builds brand loyalty, heightens consumer engagement, and maintains the brand fresh across generations (Yukl, 2020).

**Transactional Leadership:** The business implements transactional leadership to develop established goals, performance expectations, and formalized promotional techniques. This enables disciplined implementation, budget integrity, and results-oriented outputs (Antonakis & House, 2014).

**Situational Leadership:** Coca-Cola's ability to adapt marketing strategies in accordance with shifting consumer preferences, global trends, and technology innovations enhances its campaign effectiveness. Situational adaptability allows the brand to stay innovative and competitive in a rapidly evolving environment (Thompson & Glasø, 2018).

**Servant Leadership:** By embracing ethical marketing, social responsibility, and customer-oriented approaches, Coca-Cola builds a strong consumer connection. Community campaigns, sustainability initiatives, and corporate social responsibility contribute to the brand reputation and consumer trust (Eva et al., 2019).

### iii. What are the best practices in leadership that can improve project success?

To improve project outcomes and maximize marketing success, the following best leadership practices should be implemented:

**Encouraging Innovation:** Through transformational leadership, organizations can encourage innovation and innovative marketing strategies that engage customers and differentiate the brand from others.

**Establishing Clear, Achievable Goals:** Transactional leadership ensures that there are well-defined goals, structured timelines, and measurable performance metrics to gauge campaign effectiveness.

**Being Adaptive and Flexible:** Situational leadership allows companies to adjust their plans based on the trends in the marketplace, technological innovation, and shifts in the behavior of consumers so that they remain relevant and impactful.

**Developing Stronger Stakeholder Relationships:** Servant leadership promotes ethical business practices, consumer-centric strategies, and corporate social responsibility, leading to stronger customer, employee, and community relationships.

**Embracing Data-Driven Decision-Making and Feedback Loops:** Successful marketing campaigns are founded on data analysis, consumer insight, and real-time feedback to enhance strategies, monitor engagement, and optimize performance. With data, organizations are able to make informed decisions and optimize campaign performance.

By the integration of these leadership practices, Coca-Cola and similar organizations can drive long-term marketing success, build stronger consumer relationships, and stay competitive in the global market.

## 5.2 Practical Contribution

This research offers practical implications for marketing practitioners, business executives, and policymakers to develop marketing strategy, leadership style, and organizational agility. Transformational leadership helps brands develop emotionally engaging storytelling that builds stronger consumer connections and loyalty, as observed in Coca-Cola's purpose-driven advertising. At the same time, transactional leadership helps marketing activities to be implemented with effectiveness in achieving certain performance targets and corporate goals.

Leadership-driven brand success is attained through establishing a culture of innovation and creativity by using transformational leadership, whereas situational leadership facilitates adaptability through enabling marketing teams to modify strategies according to market trends, consumer needs, and advancements in technology. Further, the use of servant leadership in marketing strategies consolidates consumer trust and brand reputation by giving precedence to customer interests, undertaking corporate social responsibility actions, and exercising open communication.

Companies that embrace situational leadership remain competitive by adapting to digital transformation, shifting consumer behaviors, and emerging industry innovations like AI-driven marketing personalization. To implement these insights effectively, businesses should combine multiple leadership styles, invest in leadership training programs, utilize market research for data-driven decision-making, and develop agile marketing frameworks that allow for rapid adjustments. Through the implementation of such strategies, businesses can promote marketing efficiency, reinforce brand-consumer connections, and ensure long-term success in a growing competitive environment.

### 5.3 Limitation and Future Research

This study successfully analyzed The Role of Leadership Styles in Project Success: A Case Study on Coca-Cola's Marketing Campaign based on Nepal, but with some limitations. The geographical scope of the study was restricted to Nepal only, which prevents generalizing the findings in other cultures and economic environments. Besides, the focus on the beverage industry means that the findings might not be applicable across all industries and that further studies are needed to establish whether or not other industries have such leadership trends. The ethical consideration was carefully verify, with a requirement for objectivity in evaluating leadership styles, avoiding data interpretation biases, and maintaining accuracy throughout the process of analyzing the campaign.

The results of the study validated the initial hypothesis that effective leadership styles directly impact marketing success. However, the research also established other influencing factors, such as the role of digital change and consumer-driven branding, which have become central in modern marketing practices. Coca-Cola's capability to adjust leadership is in line with recent research advocating hybrid models of leadership, which blend multiple leadership styles to yield the most effective outcomes, as postulated by Dinh et al. (2014).

In the future, studies may have a variety of directions, ranging from leadership in internet marketing to how leadership drives brand positioning during the era of the Internet, for example. Another direction in which studies might be conducted includes sustainability-driven leadership, particularly the ways in which servant and transformational leadership promote corporate social responsibility practices. Cross-cultural leadership philosophies are also worth exploring because studying Coca-Cola's leadership-founded marketing success within various global regions may provide insight into the universality of styles of leadership.

In conclusion, this study verifies the important role of leadership styles in effective campaigns. Nepalese marketing strategies of Coca-Cola efficiently employ transformational, transactional, situational, and servant leadership to achieve campaign success. Transformational leadership facilitates creativity and interaction with the brand, transactional leadership ensures systematic implementation, situational leadership promotes adaptability, and servant leadership creates consumer trust. While the research is insightful, it is limited to an industry and a region. Future research needs to expand the scope to include digital marketing trends, sustainability branding, and cross-cultural leadership models. With the implementation of effective leadership strategies, organizations can cement their marketing strategies and maintain long-term brand development.

**REFERENCES:**

- Adhikari, D., & Shrestha, P. (2022). Leadership practices in Nepal: Tradition vs. modernity. *Journal of Business and Management Research*, 14(1), 45-60.
- Adhikari, S., & Sharma, R. (2018). *Aama Bina K Ramailo Campaign Analysis*. *Journal of Marketing and Communication*, 15(2), 45-59.
- Antonakis, J., & House, R. J. (2014). *Instrumental leadership: Measurement and extension of transformational–transactional leadership theory*. *The Leadership Quarterly*, 25(4), 746-771.
- Avolio, B. J., & Bass, B. M. (2004). *Multifactor Leadership Questionnaire Manual*. Mind Garden Inc.
- Avolio, B. J., & Yammarino, F. J. (2013). *Transformational and Charismatic Leadership: The Road Ahead*. Emerald Group Publishing.
- Bass, B. M. (2015). *Leadership and Performance Beyond Expectations*. Free Press.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership (2nd ed.)*. Psychology Press.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership*. Psychology Press.
- Bass, B. M., & Riggio, R. E. (2021). *Transformational leadership*. Routledge.

- Basu, A., & Venkatesh, V. (2019). *Coca-Cola's "Sambandha Utsav Swad Sanga" Campaign and its Cultural Relevance in Nepal*. *International Journal of Marketing Research*, 24(4), 118-132.
- Bhandari, R., & Joshi, P. (2023). Transactional leadership and performance management in Nepalese organizations. *Journal of Business Strategies*, 10(2), 78-94.
- Bhattarai, K. (2023). *Leadership styles and marketing performance: A Nepalese perspective*. *Journal of Business Research Nepal*, 10(2), 55-72.
- Bhattarai, S. (2020). Marketing strategies in Nepal: A case study of Coca-Cola. *Nepal Business Journal*, 15(2), 45-60.
- Bista, R. (2023). Servant leadership in Nepal: A case study of nonprofit organizations. *South Asian Journal of Leadership Studies*, 8(2), 112-128.
- Blanchard, K. H., Zigarmi, P., & Zigarmi, D. (2013). *Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership*. William Morrow & Company.
- Breevaart, K., Bakker, A. B., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, R. (2014).
- Coca-Cola. (2016). *Drink, Believe, Win Campaign*. Retrieved from [www.coca-cola.com](http://www.coca-cola.com)

Coca-Cola. (2018). *World Without Waste Campaign*. Retrieved from [www.coca-cola.com](http://www.coca-cola.com)

Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology*, 87(1), 138-157. <https://doi.org/10.1111/joop.12041>

Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). *Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives*. *The Leadership Quarterly*, 25(1), 36-62.

Dulewicz, V., & Higgs, M. (2005). Assessing leadership styles and organizational context. *Journal of Managerial Psychology*, 20(2), 105-123.

Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2002). A meta-analytic study of transformational leadership and followers' performance: The role of followers' attitudes and perceptions. *The Leadership Quarterly*, 13(3), 347-370.

Eskerod, P., & Jepsen, A. L. (2021). *Project stakeholder management: Principles and strategies for effective stakeholder engagement*. Routledge.

Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111-132.

- Eva, N., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2021). Servant leadership: Toward a more refined understanding and a future research agenda. *The Leadership Quarterly*, 32(2), 101449.
- Goleman, D. (2023). *Leadership that gets results: The impact of leadership styles on organizational effectiveness*. Harvard Business Review Press.
- Graeff, C. L. (2020). Evolution of Situational Leadership Theory: A Critical Review. *Leadership & Organization Development Journal*, 41(5), 621-634. <https://doi.org/10.1108/LODJ-10-2019-0423>
- Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do ethical, servant, and authentic leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management*, 44(2), 501-529.
- Hofstede, G. (2022). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations*. Sage Publications.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755-768.
- Judge, T. A., & Piccolo, R. F. (2017). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755-768. <https://doi.org/10.1037/0021-9010.89.5.755>

- Karki, S., Sharma, M., & Thapa, B. (2023). Transformational leadership in Nepal's corporate sector: A review. *International Journal of Business and Management, 11*(3), 210-225.
- Kumar, A., & Raut, P. (2020). *Corporate Social Responsibility and Consumer Engagement: A Study of Coca-Cola's Happiness Truck Campaign in Nepal*. *Journal of Consumer Behavior, 22*(5), 156-171.
- Lemoine, G. J., Hartnell, C. A., & Leroy, H. (2019). Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership. *Academy of Management Annals, 13*(1), 148-187.
- Liden, R. C., Panaccio, A., Meuser, J. D., Hu, J., & Wayne, S. J. (2014). Servant leadership: Antecedents, processes, and outcomes. *The Leadership Quarterly, 25*(1), 1-22.
- Liden, R. C., Wayne, S. J., Meuser, J. D., Hu, J., Wu, J., & Liao, C. (2022). Servant leadership: Validation and comparison with situational leadership. *Journal of Business Ethics, 180*(2), 455-472.
- Meier, A. (2021). Adaptive Leadership in Marketing: Strategies for Navigating Change. *Journal of Strategic Marketing, 29*(3), 345-361.  
<https://doi.org/10.1080/0965254X.2020.1818187>

- Müller, R., & Turner, J. R. (2007). The influence of project managers on project success criteria and project success. *European Management Journal, 25*(4), 298-309.
- Müller, R., & Turner, J. R. (2022). Leadership styles and project success: The role of transformational and servant leadership. *International Journal of Project Management, 40*(3), 455-468.
- Ng, T. W. H. (2017). Transformational leadership and performance outcomes: Analyses of multiple mediation pathways. *The Leadership Quarterly, 28*(3), 385-417. <https://doi.org/10.1016/j.leaqua.2016.11.008>
- Northouse, P. G. (2018). *Leadership: Theory and Practice*. Sage Publications.
- Northouse, P. G. (2019). *Leadership: Theory and Practice*. Sage Publications.
- Northouse, P. G. (2021). *Leadership: Theory and Practice*. Sage publications.
- Paudyal, S., & Rana, P. (2022). *Leadership effectiveness in Nepal: Cultural and economic influences. Asian Journal of Leadership Studies, 14*(1), 101-120.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2018). The Oxford Handbook of Organizational Citizenship Behavior. *Oxford University Press*.
- Poudel, R., & Regmi, H. (2023). Situational leadership and business adaptability in Nepal. *Nepalese Journal of Management Studies, 15*(2), 98-113.

- Project Management Institute (PMI). (2023). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). PMI Publications.
- Serrador, P., & Pinto, J. K. (2023). Does leadership impact project success? An empirical analysis. *Journal of Project Management Research*, 12(2), 215-232.
- Sharma, K., & Ghimire, P. (2023). Leadership development in Nepal: Challenges and opportunities. *Asian Leadership Review*, 19(1), 157-172.
- Sharma, P., & Upadhyaya, D. (2021). *Transformational leadership and organizational success in Nepalese enterprises*. *Leadership & Management Review*, 8(3), 67-85.
- Sousa, M., & Van Dierendonck, D. (2017). Servant leadership and the effect of the interaction between humility, action, and hierarchical power on follower engagement. *Journal of Business Ethics*, 141(1), 13-25.
- Thompson, G., & Glasø, L. (2018). Situational Leadership Theory: A Test from a Leader-Follower Attribution Perspective. *Leadership & Organization Development Journal*, 39(2), 219-233. <https://doi.org/10.1108/LODJ-01-2017-0015>
- Thompson, G., & Glasø, L. (2018). *Situational leadership theory: A test from a leader-follower congruence approach*. *Leadership & Organization Development Journal*, 39(5), 574-591.
- Turner, J. R. (2016). *Gower Handbook of Project Management*. Routledge.

Turner, J. R., & Müller, R. (2005). The project manager's leadership style as a success factor on projects: A literature review. *Project Management Journal*, 36(2), 49-61.

Yang, L. R., Huang, C. F., & Wu, K. S. (2011). The association among project manager's leadership style, teamwork, and project success. *International Journal of Project Management*, 29(3), 258-267.

Yukl, G. (2020). *Leadership in Organizations*. Pearson.