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Introduction

Consumer products are products that are required for consumption in the daily lives of consumers. It is important for creating a visibility for a product for the consumers to know about the product and to understand the usefulness of the product. Without information about consumer products reaching the markets, the urgency to buy will not be there and the consumer product will fail in the market. As a result there will be losses for the company or a particular product will need to be withdrawn from the market. Different types of products require different types of visibility in the market as the customers who need to sue products may not all need to use the same consumer product for various reasons. This is why different companies have different marketing strategies for their range of products that are retailed for consumers in the market.

In the given paper, the case study of the Kellogg's Corn Flakes has been taken into consideration. The Kellogg's company is an American food manufacturing company which was established during the 19th century and had its headquarters in Michigan, USA.

The Kellogg's corn flakes is one of the most popular breakfast cereal across the world. It is manufactured in around 18 countries and it is marketed across 180 countries. The largest manufacturing unit is located at Greater Manchester, United Kingdom.

History of Kellogg's

The initial name of the Kellogg's company was Battle Creek Toasted Corn Flake Company. It was established by Will Keith Kellogg on 19th February, 1906. Kellogg's Corn Flakes was the outgrowth of the work jointly done by his brother John Harvey Kellogg and Will Keith Kellogg himself. The company became tremendously successful during the year 1922 and was successfully marketing the corn flakes in large scale. In the same year the company was renamed to Kellogg's.

marketing plan and followed through stage by stage. The aim is to meet the business s goals of the company.

The features of a marketing strategy that need to be taken into account are:

The unique selling point: This is the product differentiation that is sued to make it different from the other products in the market and which is sued in the marketing campaign to increase visibility and competitive advantage.

The pricing: This is the price differentiation that needs to be taken into account while creating the pricing for the product and it will depend upon the type of market segment that the product will cater to, the prices have to be aligned to the affordability of the target customers of the product which is found from the market research done on the product.

The Positioning of the Product: Positioning is a tricky aspect of marketing since it involves finding a gap in the market in which to place the product so that the sales take off and the product is established in the market. Sometimes companies also make a play for an established market segment and position their products in a particular segment and compete for a market share.

The Types of Offers that can be made: Offers always attract customers but a company has to do a cost analysis of the product to understand what types of offers would appeal to the customer segment. It could be discounts, lower prices, a buy one get one free or even a free trial with money back guarantee.

The Use of Product Content to convince Customers: The power of written content is increasing across the globe. With more and more people relying on the internet it has become imperative to place as much content as possible to engage the customers and involve them in the product to increase sales and revenues.

The Promotional Campaign: The decision on the way the promotional campaign will be handled for a product is the key to the success of the product. This could be handled by the marketing department of a company or it could be given to an outside agency to develop a campaign for the product which would be more expensive for the company.

The Public Relations: The best public relations for a product is customer involvement and engagement Communities can be created with customers of the product and potential users in the social media and they can be engaged through discussions, content and by way of collecting their suggestions and incorporating them and providing public information about the use of the suggestions to increase the visibility of the product.

Referral – Strategy: References from consumers about the product is trusted by most of the consumers since it gives the experience of a using customer regarding the product. This could be on strategy that can be used in the social media marketing of a product. Anything news on social media travels rapidly.

Conversion – Strategy: The conversion strategy is a plan to convert the visitors to a website to using customers of the product, this can be done though the visitors details on the website, and individual personalized marketing to the potential base of customers and website visitors.

Budget- Projections: The budget projections are the costs of the marketing efforts that a company puts in to create a campaign and strategy for marketing a product it also includes the gains that the company hopes to make from a marketing strategy. The assessment of the strategy is done in relation to the financial position of the inflow of revenue and the sale of the number of units of the product (Dourated,2017).

Marketing Mix

The marketing mix is a combination of factors that are taken into account to create the marketing strategy and plan for the he product. The basic factors that need to be taken into consideration in the marketing mix are the types of media that will be used for the marketing campaign, the place where the product will be marketed, the price at which the product will be marketed, the type of promotion that will be best suited for the product, the culture and the social strain of the customer segment, the physical environment in which the product has to be marketed, the marketing process that will be used and the product launch and visibility.

From the above factors that are taken to create a mix for marketing a product the marketing mix can be defined as the placing the product in the right segment at the right price for the right

customer segment and launching it in a suitable place at the right time. There is no point trying to sell a refrigerator in Alaska or Iceland that too during winter time. The marketing mix is made of the following three aspects of marketing:

- The 4P's of Marketing
- The 7 Ps of Service-Marketing
- The Theory of 4C's for Marketing

The 4 Ps of marketing have already been described above.

The product has to suitable to meet the needs gap that exists in a retail market.

The pricing of the product should be such that the targeted customer segment can afford the product without having to save for it. The 3 types of strategies that can be used for pricing strategy are:

- Neutral pricing
- Market – Skimming Pricing
- Market – penetration Pricing

The place also concerns the distribution of the product therefore besides location the distribution strategy has also to be decided. There are 5 ways of product distribution that can be used:

- Intensive- Distribution
- Exclusive – Distribution
- Selective – Distribution
- Franchising
- Online - Distribution

The promotion of the product deals with the sales organization, the public relations aspects, advertising the product and promoting the sales of the product

The 7 Ps of service marketing deals with the following areas that also need to be covered for a product to be successful in the market.

- The product
- The Place
- Pricing

- Promotion
- The people involved
- The service process
- The physical environment in which the product will be sold

Background of the Product

Corn flakes is one of the favorite breakfast cereals across the globe and there have been several struggles to bridge the communication in the Middle East for the Kellogg's Company. Initially when the Corn flakes entered UAE through the posters and creative advertisements. Despite of this great creative advertisement, the marketing campaign did not take off and nobody ate Corn flakes in the UAE initially. They analyzed the campaign and still could not come up with answers till someone bright spark in the marketing division said that Arabic is written from right to left therefore the interpretations of the advertisement was in the opposite sequence. The advertisement encouraged the people to have corn flakes as their breakfast and spent their day energetically and actively. When the sequence was changed from right to left the sale of Corn flakes took off in the UAE showing the impact of marketing mix of Corn flakes in the UAE. Corn flakes is an American breakfast cereal product which dates back to the era of the world war.

The Kellogg's company had a great impact during the depression era. During the year 1930 the company decided that the threshold limit of the weekly working hours must be decreased to 30 hours per week instead of the traditional 40 hours per week. The company's reason behind taking this step was that the unemployed people can start working for their company at an additional shift. This greatly impacted the employment opportunities during the depression era. Even after the depression era, it continues till the 1980's.

The company also acquired many small ventures including the Fearn International, Pure Packed Foods, Salada Foods, Eggo and also the Mrs. Smith's Pies. By 2005, the company acquired some of the major companies across the globe and at present it is a leading breakfast cereal manufacturer in the world.

Impact on U.A.E Market

The Arab league even boycotted Corn flakes between 1968 and 1991 as the company also sold Corn flakes to Israel. There are quite a few breakfast cereals in the UAE that are sold to its consumers but Corn flakes is leading in sales because it has been able to understand the consumer psychology and bridge the communication gap between its product advertising and the consumer psychology.

The current Corn flakes ad has create a viewer population of 2. 6 million in the UAE on a daily basis, it carries a community message of doing one good act of kindness daily by all those who eat Corn flakes, this has gone a long way in improving the image and the response to Corn flakes in the UAE. Corn flakes has also survived the can ban and after the Ministry reversed the order they are able to sell their cereal boxes in the UAE market for consumers who are loyal to Corn flakes (Nakos, Brouthers, & Dimitratos, 2013).

Buyer's Decision Process

There are 5 stages involved in the Buyer's decision process: These are:

- Need - Recognition
- Search for product information
- Evaluation of Options
- The Buying Decision
- The Behavior Post Purchase

In need recognition the buyer finds out there is an urgent need for a product to solve a problem and then decides to look for the solution in a product.

The nest stage is the search for information where the buyer looks at all the similar products that can meet the needs of the buyer gathering their information from various sources.

The buyer evaluates the information that has been gathered about all the similar products that could be of help for the need.

The buying decision is then taken and the only way that it chances if there is shortage of funds or negative reactions have been received by the buyer for the product. Once the product is bought:

The post buying behavior of the buyer which is generally whether the right choice had been made or should another product have been bought.

These are the 5 stages of a consumers buying decision process that has a major impact on the sale of products in the retail market. This not a sequential order that a buyer uses it and follow any order depending upon the individual behavior patterns of a buyer ("Sterling puts the shine back into a sunshine breakfast at Kellogg's", 2015).

Characteristics Affecting Consumer Behavior

The characteristics that affect consumer behavior are:

- The culture to which the consumer belongs
- The social environment in which the customer loves
- The social class and status of the customer

In the personal category the characteristics that affect consumer behavior are:

- The occupation and profession of the consumer
- The economic status of the consumer
- The lifestyle that the consumer has

The second most important characterize of consumer buying behavior is the psychological factor.

- The level of motivation that the consumer feels to buy the product
- The basic perceptions of the consumer
- Learning about products and the need for products for use
- The attitudes of the customer
- The beliefs of the customer

The attitude can create a positive impact on the decision to buy or negative impact on the decision to buy either way after the economic situation of a consumer the next most important factor is the psychological characteristics (Edu CBA, 2016).

Stages of Consumer Buying Behavior

The stages of consumer buying behavior are similar to the decision process of buying customers which are:

Recognition of the problem, Searching for Information, Evaluation of available Options, The Decision to Buy, The buying Action and the post – Purchase Behavior

Explanation of Product Classification

Product classification is the categorization of products into categories that hold meaning for the business and the consumers. Some of the types of classification of products are: convenience-products, luxury products, specialty products unsought items, etc. Product classification is done to support the marketing plan to be successful and make doing business simpler.

Microeconomic Factors Impacting the Product

The micro- environmental factors that have an impact on the products are:

- Customers
- Employees
- Distribution -Channels
- Suppliers
- Competitors
- Investors
- Media (Kokemueller,2016)

Macroeconomic Factors Impacting the Product

The macro economic factors that have an impact on products are:

- Demographics
- Mega global trends
- Economics
- Social Factors
- Cultural factors
- Media
- Technology
- Regulations (Tischler,2017)

SWOT Analysis

Strengths in the SWOT analysis of Kelloggs

1. **Worldwide presence:** Kellogg's **products** are manufactured in 18 countries and marketed in over 180 countries. Kellogg's became the world's second-largest snack food company (afterPepsiCo) by acquiring the Pringles potato crisps **brand** from Procter & Gamble for \$2.7 billion in a cash deal in 2012.
2. **Strategic Acquisition:** Kelloggs has acquired various companies over the years which helped it in optimizing the use of its resources. Kellogg's made its largest acquisition, theKeebler Company in the year 2001. Over the years, it has also gone on to acquire Morningstar Farms and Kashi divisions or subsidiaries. Kellogg's also owns the Bear Naked, Natural Touch, Cheez-It, Murray, Austin cookies and crackers, Famous Amos, Garden burger (acquired 2007), and Plantation brands.
3. **High Awareness:** Kelloggs is successful in creating awareness in developed economies. It is world's largest cereal maker by sales, which spends more than \$1 billion annually on brand **advertising** and marketing and is an official sponsor of the U.S. Olympic and Paralympic Teams.
4. **Marketing Initiatives:** It has positioned itself as a brand meant for fighting hunger specifically as an alternative to the breakfast i.e. breakfast cereal brand which has helped the company to acquire the **share of wallet** of the customers. "Fighting Hunger" initiative with **Walmart**, **Master brand** TV campaign and many others are some of the major marketing initiatives that helped Kellogg in establish itself as a global brand.



Weaknesses in the SWOT analysis of Kelloggs

1. **Questionable marketing campaigns:** Some of Kellogg's marketing has been questioned in the press, prompted by an increase in **consumer** awareness of the mismatch between the marketing messages and the products themselves which resulted into negative word of

mouth. Food bloggers have also questioned the marketing methods used by cereal manufacturing companies such as Kellogg's, due to their high sugar content and use of ingredients such as high-fructose corn syrup.

2. **Slow Innovation:** Although the cereals market is overcrowded with local, National & international brands but despite of this extent of competition Kellogg is not able capture the market in the developing markets reason being slow innovation in contents of the cereals.

Opportunities in the SWOT analysis of Kelloggs

1. **Market penetration:** Penetrating further in the current market & targeting other developing markets will help the company in increasing its sales.
2. **Changing lifestyle:** With the growth of the urban population, their hectic & changing lifestyle people are looking for some easy meals to put down their hunger & save their time which is the driving force the growth of the cereal industry.
3. **Targeting Restaurants & hotels:** Many companies from FMCG & food industry are tying-up with Restaurant & hotel chains to expand their business. There's great opportunity lying ahead for Kelloggs if they can generate their business from this growing segment.

Threats in the SWOT analysis of Kelloggs

1. **Intense competition:** Inter Industry & intra industry rivalry is one of the major factors that are affecting the industry as a whole. Readymade foods, Local food joints, restaurants in close proximity are some of the reason that restricts the growth of cereal industry.
2. **Government regulations:** Government policies relating to the contents & ingredients used in the cereals is creating a big hurdle in their growth.

Changing lifestyle: With the increase in the urban population office going people use to have less time so now they are shifting to "Take away outlets" to save their time. **Strengths in the SWOT analysis of Kellogg's Corn Flakes**

The following are the strengths of Kelloggs:

- **First mover advantage:** Kelloggs was the first to introduce the concept of cornflakes. The first people to discover that roasted flakes when added to milk and sugar can become a wholesome breakfast was Kelloggs and since then there has been no turning back.
- **Multiple Variants:** Kelloggs has researched into the breakfast habits of customers including what they add to their bowl of cornflakes to enhance its taste and this has resulted in them coming up with variants like Honey Loops or Chocos. They have also found out other popular breakfast options and introduced Kellogg's oats or All Bran.
- **Market leader in the UK :** Kellogg's is the market leader in the UK breakfast cereals with a sale of around 100 million packets per annum. In the UK the brand has an annual sales for 2000 and is valued at around £110 million in the UK, with around 11% volume share of the market. The brand is present in more than 100 countries across the world and is amongst the top ten global brands with a global market share of 37 % in the breakfast food category.

- **Marketing campaigns:** The marketing campaigns of Kellogg's has always been appealing to the audience through the clear messaging usage of right brand ambassadors and the slice of life [advertising](#) wherever relevant. Recently Kellogg's moved out of just advertising on TV to other relevant media like radio and newspaper to ensure that they maximize their impact at the relevant time of the day.
- **Brand [Values](#):** The brand Kellogg's stands for a number of values such as taste, balanced nutrition, and it is portrayed as a high carb and low fat which is touted as the ideal breakfast for health-conscious customers. The other variants such as oats and all bran are rich in fiber and just the right ingredient for a healthy breakfast.



Weaknesses in the SWOT analysis of Kellogg's Corn Flakes

Some of the key weaknesses of Kellogg's Cornflakes are :

- **Initial failure in India & [China](#):** When Kellogg's forayed into India for the first time, the brand was not accepted primarily because corn flakes were traditionally not part of the Indian breakfast. The company had to invest heavily in [promotions](#) and education of the customer to build acceptance amongst customers.
- **Lack of sensitivity to culture:** Kellogg's in spite of being present in almost 100 countries across the world have always kept their [product](#) the same and not realized that the same may not be able to accept it as part of their breakfast. The sensitivity to various cultures is low for Kellogg's which accounts for their low acceptance in many cultures.
- **Low Market for breakfast cereals:** In the packaged food market which is estimated at around Rs 33,234 crore, the organized market is estimated at roughly 250 crore INR. The rest is unorganized and players like Kellogg's has been hugely unsuccessful in [targeting](#) this market.

Opportunities in the SWOT analysis of Kellogg's Corn Flakes

Some of the opportunities include :

- **Changing preferences:** In growing markets like India there is a shift of preference from traditional breakfast like dumplings, idlis, dosa or parathas to Western breakfasts like cornflakes, bread and butter are gaining more acceptance. This will result in improving the market share of Kelloggs Cornflakes.
- **Niche markets:** There are a lot of new and emerging needs amongst customers such as the need for weight reduction, easy snack for kids, taste buds that appeal to kids, fruits and other healthy additions to breakfast etc. Each of these can be a new product in the breakfast cereals category.



Threats in the SWOT analysis of Kellogg's Corn Flakes

Some of the threats include:

Competition: Some of the major competitors of Cornflakes are Bags, Quaker, Quality and Souful.

BCG Matrix

The BCG matrix is a strategic management tool that was created by the Boston Consulting Group, which helps in analysing the position of a strategic business unit and the potential it has to offer. The matrix consists of 4 classifications that are based on two dimensions. The first of these dimensions is the industry or market growth. The other of these dimensions is the relative market share of the strategic business unit. Strategic business units are placed in one of these 4 classifications. The BCG matrix for Ready to Eat Breakfast Cereal Industry Kellogg will help decide on the strategies that can be implemented for its strategic business units.

Strategic business units with high market growth rate and high relative market share are called stars. Businesses should invest in their stars and can implement vertical integration, market penetration, product development, market development, and horizontal integration strategies. Strategic business units with high market growth rate and low relative market share are called question marks. These strategic business units require close considerations whether the business should continue with them or divest. Strategic business units with low market growth rate but with high relative market share are called cash cows. The business should invest in these to maintain their relative market share. Lastly, the strategic business units with low market growth rate and low relative market share are called dogs. The business should divest these strategic business units.

BCG Matrix of Ready to Eat Breakfast Cereal Industry Kellogg

The BCG Matrix for Ready to Eat Breakfast Cereal Industry Kellogg will help Ready to Eat Breakfast Cereal Industry Kellogg in implementing the business level strategies for its business units. The analysis will first identify where the strategic business units of Ready to Eat Breakfast Cereal Industry Kellogg fall within the BCG Matrix for Ready to Eat Breakfast Cereal Industry Kellogg.

Stars

- The financial services strategic business unit is a star in the BCG matrix of Ready to Eat Breakfast Cereal Industry Kellogg. It operates in a market that shows potential in the future. Ready to Eat Breakfast Cereal Industry Kellogg earns a significant amount of its income from this SBU. Ready to Eat Breakfast Cereal Industry Kellogg should vertically integrate by acquiring other firms in the supply chain. This will help it in earning more profits as this Strategic business unit has potential.
- The Number 1 brand Strategic business unit is a star in the BCG matrix of Ready to Eat Breakfast Cereal Industry Kellogg, and this is also the product that generates the greatest sales amongst its product portfolio. The potential within this market is also high as consumers are demanding this and similar types of products. Ready to Eat Breakfast Cereal Industry Kellogg should undergo a product development strategy for this SBU, where it develops innovative features on this product through research and development. This will help Ready to Eat Breakfast Cereal Industry Kellogg by attracting more customers and increases its sales.

- The Number 2 brand Strategic business unit is a star in the BCG matrix of Ready to Eat Breakfast Cereal Industry Kellogg as Ready to Eat Breakfast Cereal Industry Kellogg has a 20% market share in this category. It also the market leader in this category. The overall category is expected to grow at 5% in the next 5 years, which shows that the market growth rate is expected to remain high. Ready to Eat Breakfast Cereal Industry Kellogg should use its current products to penetrate the market. This could be done by improving its distributions that will help in reaching out to untapped areas. This will help increase the sales of Ready to Eat Breakfast Cereal Industry Kellogg.

Cash Cows

- The supplier management service strategic business unit is a cash cow in the BCG matrix of Ready to Eat Breakfast Cereal Industry Kellogg. This has been in operation for over decades and has earned Ready to Eat Breakfast Cereal Industry Kellogg a significant amount in revenue. The market share for Ready to Eat Breakfast Cereal Industry Kellogg is high, but the overall market is declining as companies manage their supplier themselves rather than outsourcing it. The recommended strategy for Ready to Eat Breakfast Cereal Industry Kellogg is to stop further investment in this business and keep operating this strategic business unit as long as its profitable.
- The Number 3 brand strategic business unit is a cash cow in the BCG matrix of Ready to Eat Breakfast Cereal Industry Kellogg. This is an innovative product that has a market share of 25% in its category. Ready to Eat Breakfast Cereal Industry Kellogg is also the market leader in this category. The overall category has been declining slowly in the past few years. Ready to Eat Breakfast Cereal Industry Kellogg has the power to influence the market as well in this category. It should, therefore, invest in research and development so that the brand could be innovated. This will help the category grow and will turn this cash cow into a star. The overall benefit would be an increase in sales of Ready to Eat Breakfast Cereal Industry Kellogg.
- The international food strategic business unit is a cash cow in the BCG matrix for Ready to Eat Breakfast Cereal Industry Kellogg. This business unit has a high market share of 30% within its category, but people are now inclined less towards international food. This change in trends has led to a decline in the growth rate of the market. The recommended strategy for Ready to Eat Breakfast Cereal Industry Kellogg is to invest enough to keep this strategic business unit under operations. If it no longer remains profitable and turns into a dog, then Ready to Eat Breakfast Cereal Industry Kellogg should divest this strategic business unit.

Question Marks

- The local foods strategic business unit is a question mark in the BCG matrix for Ready to Eat Breakfast Cereal Industry Kellogg. The recent trends within the market show that consumers are focusing more towards local foods. Therefore, this market is showing a high market growth rate. However, Ready to Eat Breakfast Cereal Industry Kellogg has a low market share in this segment. The recommended strategy for Ready to Eat Breakfast Cereal Industry Kellogg is to invest in research and development to come up with innovative features. This product development strategy will ensure that this strategic business unit turns into a cash cow and brings profits for the company in the future.

- The Number 4 brand strategic business unit is a question mark in the BCG matrix for Ready to Eat Breakfast Cereal Industry Kellogg. This strategic business unit is a part of a market that is rapidly growing. However, this strategic business unit has been incurring losses in the past few years. It has also failed in the attempts made at innovation by research and development teams. The recommended strategy for Ready to Eat Breakfast Cereal Industry Kellogg is to divest and prevent any future losses from occurring.
- The confectionery strategic business unit is a question mark in the BCG matrix for Ready to Eat Breakfast Cereal Industry Kellogg. The confectionery market is an attractive market that is growing over the years. However, Ready to Eat Breakfast Cereal Industry Kellogg has a low market share in this attractive market. The low sales are as a result of low reach and poor distribution of Ready to Eat Breakfast Cereal Industry Kellogg in this segment. The recommended strategy for Ready to Eat Breakfast Cereal Industry Kellogg is to undergo market penetration, where it pushes to make its product present on more outlets. This will ensure increased sales for Ready to Eat Breakfast Cereal Industry Kellogg and convert this strategic business unit into a cash cow.

Dogs

- The plastic bags strategic business unit is a dog in the BCG matrix of Ready to Eat Breakfast Cereal Industry Kellogg. This strategic business unit has been in the loss for the last 5 years. It also operates in a market that is declining due to greater environmental concerns. The recommended strategy for Ready to Eat Breakfast Cereal Industry Kellogg is to divest this strategic business unit and minimise its losses.
- The Number 5 brand strategic business unit is a dog in the BCG matrix for Ready to Eat Breakfast Cereal Industry Kellogg. This is operating in a market segment that is declining in the past 5 years. The company also has negative profits for this strategic business unit. However, it is expected that the market will grow in the future with environmental changes that are occurring. The recommended strategy for Ready to Eat Breakfast Cereal Industry Kellogg is to invest in the business enough to convert into a cash cow. This will ensure profits for Ready to Eat Breakfast Cereal Industry Kellogg if the market starts growing again in the future.
- The synthetic fibre products strategic business unit is a dog in the BCG matrix of Ready to Eat Breakfast Cereal Industry Kellogg. The market for such products has been declining, and as a result of this decline, Ready to Eat Breakfast Cereal Industry Kellogg has been facing a loss in the past 3 years. The market share for it is also less than 5%. The recommended strategy for Ready to Eat Breakfast Cereal Industry Kellogg is to divest this strategic business unit to minimise any further losses.
- The artificially flavoured products strategic business unit is a dog in the BCG matrix for Ready to Eat Breakfast Cereal Industry Kellogg. These products were launched recently, with the prediction that this segment would grow. However, with increasing health consciousness, people are now refraining from consumption of artificial flavours. The market is shrinking, and Ready to Eat Breakfast Cereal Industry Kellogg has no significant market share. The recommended strategy for Ready to Eat Breakfast Cereal Industry Kellogg is to call back this product.

Some of the strategic business units identified in the BCG matrix for Ready to Eat Breakfast Cereal Industry Kellogg have the potential of changing from their current classification. For example, a dog

changing to a cash cow. These have been identified in the BCG matrix of Ready to Eat Breakfast Cereal Industry Kellogg and recommended strategies to ensure such change have also been made.

VRIO Framework

The VRIO Framework or VRIO analysis is a strategic management tool that is used to analyse a firm's internal strengths and resources. It helps identify which one of its internal strengths and resources can be a source of sustained competitive advantage. The analysis is based on the idea that a firm's internal resources are a source of sustained competitive advantage if they are valuable, rare, cannot be imitated by competition, and are organised to capture value for the organisation. The VRIO analysis requires looking at a firm's resources based on these 4 factors.

Based on the analysis, each resource can either provide a sustained competitive advantage, has a good competitive advantage, temporary competitive advantage, competitive parity or competitive disadvantage. A sustained competitive advantage exists when a resource is valuable, rare, non-imitable and organised. A good competitive advantage occurs if it is valuable, rare, and non-imitable. A temporary competitive advantage exists if it is valuable and rare. A competitive parity occurs if it is only valuable. Lastly, the resource is a competitive disadvantage if it is neither of the 4. The analysis takes place in this order by first assessing whether a resource is valuable, rare, imitable and organised.

Conclusion



Kellogg's – Dubai, Source: Kellogg's Company, 2017

The details of the marketing methods and the marketing efforts in the UAE have been described in the above paper. The product that has been used for the paper is Corn flakes produced by Kellogg's and its marketing efforts in the UAE. The process steps of marketing and the buyers' decision process has also been mentioned on the paper above which has made it possible to gain an understanding of what the market trends are in the UAE and the manner in which products can be successful if they are sustainable in the market. The buying decision is then taken and the only way that it changes if there is shortage of funds or negative reactions have been received by the buyer for the product. Once the product is bought, the post buying behavior of the buyer which is generally whether the right choice had been made or should another product have been bought. The UAE market is rigid because of its strict regulations and it is a large market for not only the Middle East but for buyers and sellers from other geographic regions making it an important market for global trade. The main issues in the UAE are that the customers are selective and they expect value for money, they are highly aware about using products that are sustainable and the general move in UAE is towards the sustainability of the environment and the economic progress of the country making compliance rigid for those who market their product in the country.

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