

University of Wales
Trinity Saint David
LONDON

INTERNATIONAL MARKETING

- Name: - Pratik Pravinkumar Patel
- Course Name: - M.B.A
- Student Id: - 2221502
- Subject code: - LCMB7006
- Professor: - Tushara Balendran

Executive Summary

This report explores the strategic environment of Unilever's businesses in the UK and New Zealand, using in-depth studies and models to produce significant revelations. We identify the political, economic, sociocultural, technological, legal, and environmental aspects driving Unilever's tactics in both markets using the PESTLE and Porter's Five Forces frameworks. The Hofstede Cultural Dimension Model draws attention to sociocultural differences that have an impact on workplace dynamics, communication, and consumer behaviour. the company propose a tailored marketing strategy based on the SOSTAC model and local characteristics. These tactics include modifications to products, efforts to promote sustainability, flexibility in pricing, and customised marketing. These revelations highlight Unilever's dedication to maintaining flexibility and responsiveness while managing various market environments. Unilever can boost brand relevance, encourage long-term success, and optimise operations in both the UK and New Zealand by comprehending market intricacies and utilising cultural factors.

Table of Contents

1. Introduction.....	4
2. Organisational Overview	4
3. Macro Environment Analysis of UK and New Zealand related to Unilever Company	4
3.1 PESTLE Analysis.....	4
3.1.1 Political Forces	4
3.1.2 Economic Forces	5
3.1.3 Socio-cultural Forces- Hofstede Cultural Dimension Model.....	6
3.1.4 Technological Forces	7
3.1.5 Legal Forces	8
3.2 Similarities and differences.....	9
4. Micro Environment Analysis of UK and New Zealand refer to Unilever Company	10
4.1 Porter’s Five Forces Analysis	10
4.2 Similarities and differences.....	12
5. Internal Analysis	12
5.1 SWOT Analysis of Unilever in the UK and New Zealand.....	12
5.2 Similarities and differences.....	15
6. Comparing marketing Strategies used by Unilever in the UK and New Zealand	16
6.1 Segmentation, Targeting and Positioning Differences in the UK and New Zealand- ..	16
6.1.1 Customers Segmentation of Unilever in the UK and New Zealand	16
6.1.2 Targeting Customers in the UK and New Zealand Market	17
6.1.3 Positioning of Unilever in the UK and New Zealand.....	18
6.2 7P’s of Marketing in the Context of Unilever Company in the UK and New Zealand	19

6.3 Directional Development of Unilever in the UK and New Zealand- BCG matrix-.....	22
6.4 Recommendations using SOSTAC Model- Identifying the required marketing field of development of Unilever in chosen countries.....	24
7. Conclusion-	25
7.1 Environmental Scanning.....	26
7.2 Environmental Analysis.....	26
Reference list	27

1. Introduction

The concept of international marketing mainly underlines product promotion and strategic market expansion in the international market. The purpose of the study is to present a comparative analysis of the business market of Unilever Company in the UK and New Zealand along with highlighting strategic marketing directions.

2. Organisational Overview

Unilever is one of the famous British FMCG brands that operate a business at the international level. The main product and service offering portfolio include foods and refreshments, beauty and personal care and home care.

3. Macro Environment Analysis of UK and New Zealand related to Unilever Company

3.1 PESTLE Analysis

3.1.1 Political Forces

UK

- The United Kingdom's stability index scores as of 2021 is 0.54 points (Theglobaleconomy.com, 2023).
- UK administrative system placed 17th out of 190 nations in 2022 with a government effectiveness score of 0.83 (Databank.worldbank.org, 2023).
- UK government accused of intervening in Brexit referendum campaign; Conservative Party fined £10,000 by Electoral Commission (Electoralcommission.org.uk, 2023).

New Zealand

- Recent general elections had a significant 77% voter turnout in the parliamentary democracy (Electoralcommission.org.uk, 2023).
- A stable political environment with a stellar corruption rating of 88/100.
- A middle-power nation with a 5 million-person population, New Zealand. Its GDP is approximately \$200 billion, with a per-capita GDP of \$40,000. (Cia.gov, 2023).

3.1.2 Economic Forces

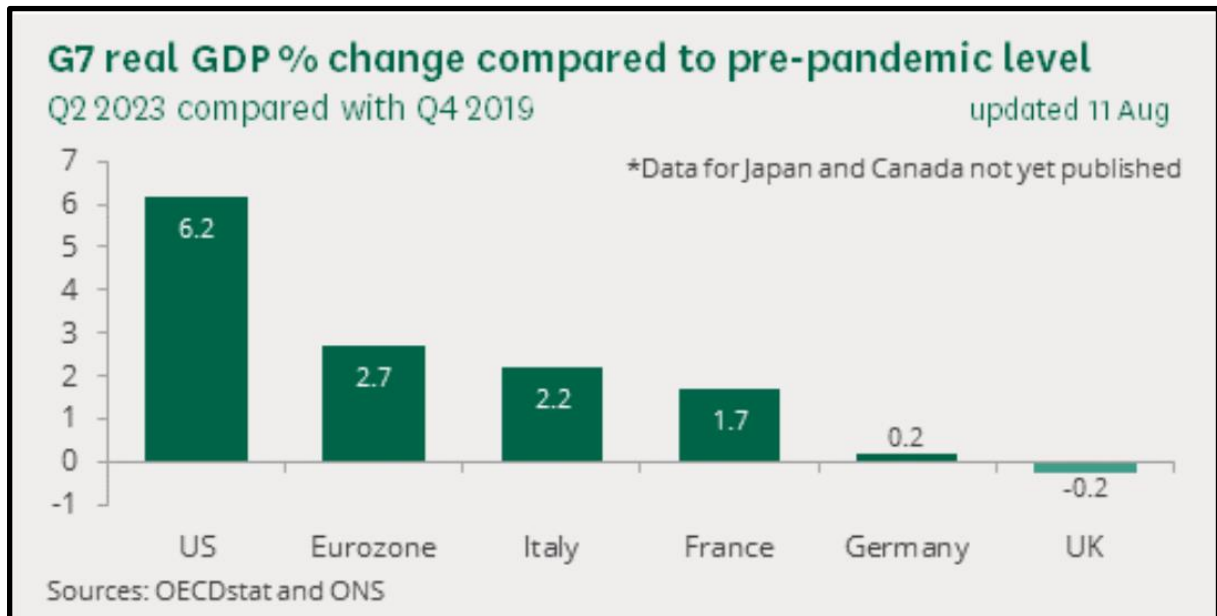


Figure 1: GDP% change

(Commonslibrary.parliament.uk, 2023)

UK

- The UK's GDP expanded significantly in 2022, rising by 4.1%, the quickest rate in seven years (Commonslibrary.parliament.uk, 2023).
- The services sector, which makes up 80% of the UK's GDP, highlights the country's varied economy (Ons.gov.uk, 2023).
- The tax burden in the UK amounts to 33.5% of GDP, while the inflation rate is 6.8% (Obr.uk, 2023).

New Zealand

- In the Human Development Index (UNDP), a gauge of life quality, New Zealand is ranked 13th (Hdr.undp.org, 2023).
- 16 free trade agreements and are ardent proponents of free trade, which has led to impressive economic progress (Mfat.govt.nz, 2023).
- Inflation and tax rates are as follows: 6% inflation; 28% corporate tax (Stats.govt.nz, 2023).

3.1.3 Socio-cultural Forces- Hofstede Cultural Dimension Model

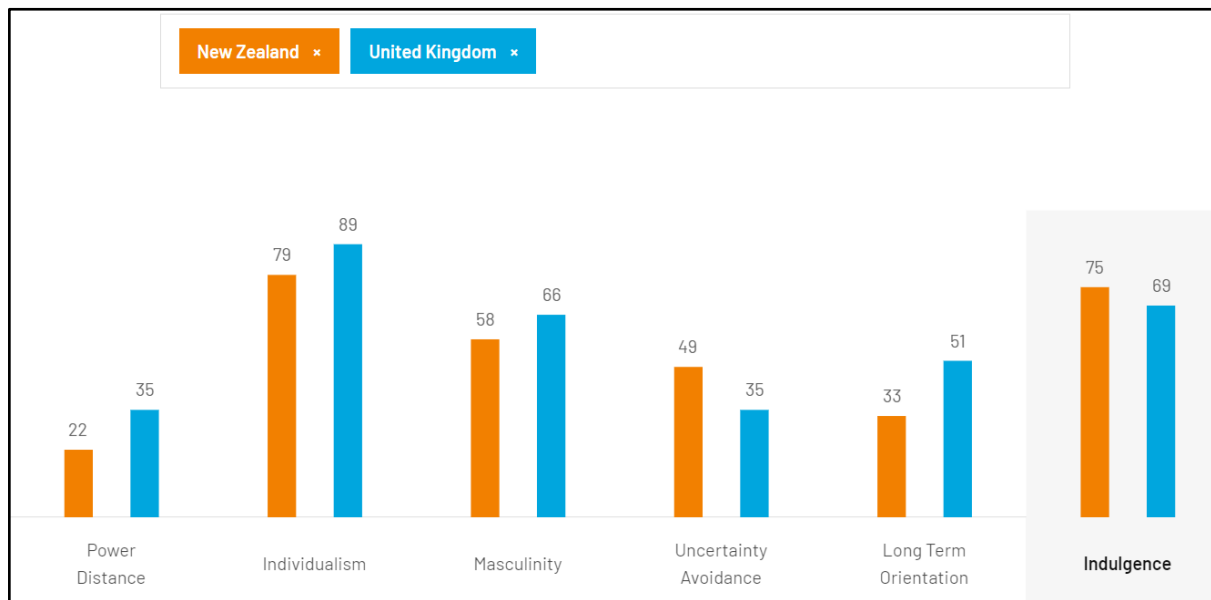


Figure 2: Country comparison

(Hofstede-insights.com, 2023)

UK

- Power Distance - 35
- Individualism- 89
- Masculinity- 66
- Uncertainty Avoidance- 35
- Long-Term Orientation- 51
- Indulgence- 69

New Zealand

- Power Distance - 22
- Individualism- 79
- Masculinity- 58
- Uncertainty Avoidance- 49

- Long-Term Orientation- 33
- Indulgence- 75

The Hofstede Cultural Dimension Model identifies distinctive socio-cultural influences in the United Kingdom and New Zealand. In contrast to New Zealand's lesser power gap, which promotes equality, the United Kingdom's higher power distance suggests a more hierarchical culture. Both countries place a high value on individualism and personal liberty. They adhere to the same strong and inventive masculine values(Hofstede-insights.com, 2023). Their intermediate long-term orientation strikes a balance between tradition and future focus, while their low uncertainty avoidance promotes adaptation. The comparatively high levels of indulgence in both nations reflect cultures that value fun. Decision-making, workplace interactions, and communication are all impacted by these disparities. The benefits of cultural diversity and adaptability are offset by potential misconceptions and varying expectations, which have an impact on business practices and cross-cultural communication.

3.1.4 Technological Forces

UK

- BEIS finances research and development for cutting-edge technologies like 5G, quantum computing, and artificial intelligence.
- At 2025, the UK IT sector's yearly gross value added (GVA) would increase by £41.5 billion (Gov.uk, 2023).
- More than half of UK companies reported using AI and machine learning technologies as of 2021.

New Zealand

- The sector, which is closely related to the use of sophisticated technology, has contributed \$7 billion to New Zealand's GDP since 2016 (Beehive.gov.nz, 2023).
- Comparatively to the overall economy's annual growth rate of 5.1% over the same period, the sector has risen at an annual growth rate of 10.4% since 2016 (Mbie.gov.nz, 2023).

- The \$7 billion in exports from the technology industry greatly boost resilience and national economic development (Mbie.gov.nz, 2023).

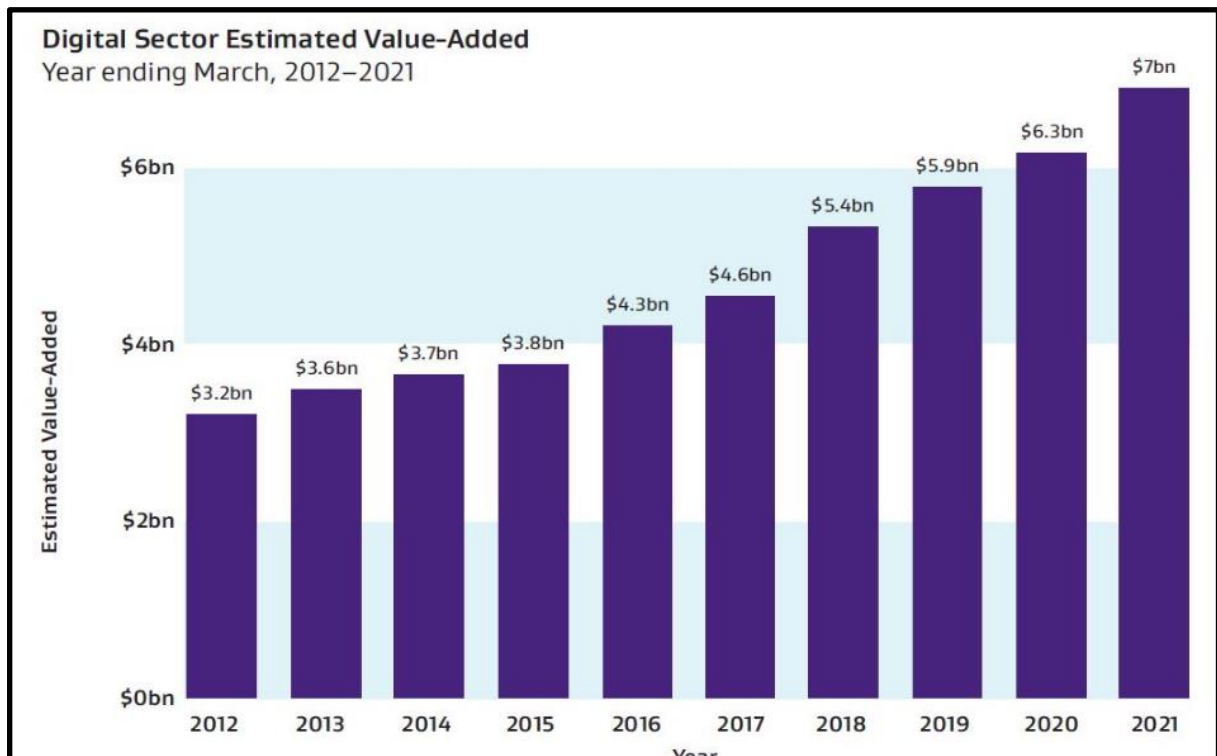


Figure 3: Estimated value added

(Source: Mbie.govt.nz, 2023)

3.1.5 Legal Forces

UK

- The Employment Act 1996 led to a 65% reduction in unfair dismissal claims since its inception (Legislation.gov.uk, 2023).
- Approximately 85% of employees demonstrate awareness of their rights under the Equality Act 2010 (Publishing.service.gov.uk, 2023).

New Zealand

- New Zealand secured the top spot in the 2020 Corruption Perceptions Index, boasting a score of 88 and showcasing its minimal corruption levels (Transparency.org, 2023).

- Foreign direct investment, having successfully attracted a substantial \$30 billion FDI stock (Oced.org, 2023).

3.1.6 Environmental Forces

UK

- Pollution: UK government data indicate increased efforts to reduce pollution, focusing on improved air and water quality.
- Eco-friendly Initiatives: Government statistics show growing support for recycling, less plastic waste, and increased use of environmentally friendly items.

New Zealand

- Concerned with environmental losses: The average abundance of native species in most major land-based habitats has fallen by at least 20%, mostly since 1900 (Un.org, 2023).
- Introduces legal restrictions: The Resource Management Act 1991 (RMA) is the main law governing how people interact with natural resources (Environment.govt.nz, 2023).

3.2 Similarities and differences

Similarities: Significant political developments are taking place in both the UK and New Zealand. Changes in international relations are evident in the UK's exit from the EU and New Zealand's active engagement. Economically, both countries were affected by the pandemic. New Zealand's developed position contrasts with the UK's record GDP decline (Kohnert, 2021). Both prioritise innovation and have advanced tech industries in terms of technology. Legal frameworks support achieving employment equity and attracting foreign investment. Both countries focus on biodiversity issues and encourage environmentally responsible behaviours.

Differences: In terms of politics, the UK's greater stability index contrasts with New Zealand's emphasis on fighting corruption. The UK's larger economy and higher inflation contrast with New Zealand's support for free trade and lower inflation economically. Socioculturally, New Zealand has more tendencies towards collectivism and indulgence than

the UK, which exhibits more individualism and indulgence (Erman and Medeiros, 2021). R&D in technology is dominated by the UK, whereas tech sector expansion is prioritised in New Zealand. In comparison to New Zealand's anti-corruption initiatives, the UK's comprehensive Employment and Equality Acts are more thorough. While New Zealand's biodiversity protection has legislative support, the UK places great emphasis on waste reduction.

4. Micro Environment Analysis of UK and New Zealand refer to Unilever Company

4.1 Porter's Five Forces Analysis

UK

- **Bargaining power of suppliers:** Unilever, a consumer goods behemoth, has modest supplier power due to its diverse product portfolio. Its size gives it bargaining power. Unilever, for example, spent £8.4 billion on procurement in 2022, demonstrating its tremendous purchasing power. However, the shortage of some raw commodities, such as palm oil, has an impact on negotiations.
- **Bargaining Power of customers:** Unilever faces tremendous purchasing power as a result of the enormous number of retailers and customers its services. Products are chosen based on consumer preferences (Bettencourt, 2022). Grocery merchants in the UK saw strong customer bargaining power in 2021, which affected Unilever's price tactics and product innovation.
- **Competitive rivalry:** The consumer goods industry is characterised by fierce competition. Competitors of Unilever include P&G, Nestlé, and others. Like Dove and Knorr, its diverse brand range helps to some extent temper competition.
- **Threats of substitutes:** Unilever is facing a moderate threat from replacement products. Substitutes such as organic or local brands are becoming more popular as consumers desire more sustainable and natural products (Kim and Schifeling, 2022). This issue is addressed by Unilever's focus on sustainability, such as its "Clean Future" programme.
- **Threats of new entrants:** The consumer goods business has substantial entry hurdles, preferring established firms like Unilever. Large financial requirements, distribution

networks, and strong brand loyalty all pose challenges. Potential competitors are put off by Unilever's long history, vast distribution, and strong market presence.

The company's size and influence provide it with negotiating strength with suppliers, but consumer preferences and purchasing power drive innovation and pricing (Utami and Ekaputra, 2021). The threat of alternatives and new entrants is mitigated by Unilever's long-term activities and established position. Overall, the competitive situation in the UK market influences Unilever's strategic decisions and ongoing efforts to maintain market share and increase consumer loyalty.

New Zealand

- **Bargaining power of suppliers:** Due to its scale and diverse product range, Unilever's presence in the New Zealand consumer goods sector gives it some supplier leverage. Local supplier choices, however, can restrict this benefit. For instance, Unilever spent \$150 million on local sourcing in 2022, demonstrating its supplier connection.
- **Bargaining Power of customers:** Due to customer variety and rising demand for sustainable products, Unilever faces modest buyer power in New Zealand. Unilever's product offers are influenced by changing customer tastes. Because of the emergence of eco-friendly brands, Unilever has prioritised sustainability in its operations.
- **Competitive rivalry:** Unilever faces competition from both local and international brands in New Zealand's consumer products business (Susilo *et al.*, 2023). Unilever's strategic acquisitions, such as the purchase of a local ice cream brand in 2021, reflect the company's efforts to strengthen its competitive position.
- **Threats of substitutes:** Unilever faces a significant threat from substitute products since New Zealanders prefer natural and local alternatives. The company's emphasis on sustainable sourcing and local connections helps to lessen this risk.
- **Threats of new entrants:** The market in New Zealand might seem quite accessible, yet Unilever benefits from its reputation and distribution networks on a worldwide scale. The consumer products industry's capital requirements and brand loyalty operate as hurdles, assisting Unilever's market stability.

Local sourcing is important, even though its global scale affects its supplier power. Buyer preferences and sustainability trends influence product development, while the fear of replacements forces Unilever to focus on sustainable projects. The company's established position and global presence dissuade new entrants, while high capital needs and brand loyalty protect its market position.

4.2 Similarities and differences

Similarities: Unilever's activities in the United Kingdom and New Zealand are both in competitive consumer goods sectors. In both markets, Unilever faces stiff competition from both global and local firms. Substitutes pose a danger in both countries, owing to customer demands for sustainable and natural products (Hunt *et al.*, 2021). Furthermore, due to variables such as financial requirements, distribution networks, and strong brand loyalty, both industries have substantial barriers to entry, preferring established firms such as Unilever.

Differences: Unilever makes use of its extensive brand portfolio and purchasing power in the UK by negotiating favourably with suppliers. Due to the size of the customer base and their impact on pricing and innovation, customers have substantial negotiating power. However, local supplier options may be able to curtail this. In New Zealand, Unilever's supplier power is influenced by its scale and diverse product line. Customers' negotiating power is more moderate due to a broad market landscape. Strategic acquisitions and a commitment to sustainability have given Unilever a competitive advantage in New Zealand.

5. Internal Analysis

5.1 SWOT Analysis of Unilever in the UK and New Zealand

UK

Strengths	Weaknesses
Strong brand portfolio across various categories, including personal care, home care and	Overdependence on a few product categories, which can expose Unilever to market fluctuations.

food products. ● Extensive global presence and distribution network, providing market access and economies of scale. ● Commitment to sustainable practices and social responsibility, enhancing reputation and consumer loyalty (Ahn, Shamim and Park, 2021).	● Limited control over the supply chain for certain raw materials, leading to potential disruptions (Hunt <i>et al.</i>, 2021). ● Challenges in adapting quickly to changing consumer preferences and market trends.
Opportunities	Threats
● Growing demand for sustainable and environmentally friendly products. ● Expansion into emerging markets with rising consumer purchasing power. ● Development of innovative products and technologies to cater to evolving consumer preferences. ● E-commerce growth provides new avenues for sales and marketing.	● Intense competition in the FMCG sector from both established players and emerging local brands. ● Fluctuations in currency exchange rates and economic uncertainties affecting profitability. ● Increasing regulatory scrutiny on product ingredients, potentially leading to reformulation and increased costs. ● Supply chain disruptions due to geopolitical tensions, natural disasters, or public health crises affecting production and distribution.

Unilever's strengths are its diverse brand portfolio and worldwide reach; its shortcomings are product category concentration and supply chain vulnerability. Opportunities include sustainability trends and developing markets, while competition, economic swings, regulatory constraints and supply chain concerns provide challenges (Suresh, 2022). Unilever can

preserve its position in the UK market by capitalising on opportunities and mitigating possible threats by utilising its strengths and resolving shortcomings.

New Zealand

Strengths	Weaknesses
● Strong global brand recognition ● A diverse portfolio of well-known products ● Extensive distribution network ● Emphasis on sustainability and innovation	● Relatively high pricing compared to local brands ● Vulnerability to supply chain disruptions (Shih, 2020). ● Limited agility in responding to market trends ● Dependence on a few key product categories
Opportunities	Threats
● Growing demand for sustainable products ● Expansion into the health and wellness ● Increasing e-commerce and online shopping ● Partnerships for new market segments	● Intense competition from local and global brands ● Fluctuations in raw material prices ● Changing consumer preferences and trends ● Stringent regulations on ingredients and labelling

Unilever's strengths include its well-known brand, diversified product assortment and well-established distribution network. However, the corporation has flaws such as higher price than local brands and vulnerability to supply chain interruptions (Shih, 2020). Rising demand for sustainable products and entrance into health and wellness industries are opportunities, whereas dangers include severe competition, raw material price variations, changing customer tastes and regulatory obstacles. Adapting to these variables while capitalising on their strengths would be critical to Unilever's success in New Zealand.

5.2 Similarities and differences

Similarities between New Zealand and the UK

Strong Global Brand Recognition: Unilever's businesses in the UK and New Zealand both profit from widespread brand awareness. Consumer loyalty and trust are built on the company's well-established reputation and recognition in both marketplaces.

Commitment to Sustainability: Both markets benefit from Unilever's focus on social responsibility and environmentally friendly practices (bintiTsurayaet *al.*, 2023). In addition to being in line with consumer desires for ecologically friendly products, this commitment also helps to build the brand's reputation and increase customer loyalty.

Vulnerability to Supply Chain Disruptions: Both marketplaces admit the drawback of being susceptible to supply chain disruptions (Scala and Lindsay, 2021). This resemblance emphasises how difficult it is for supply chains everywhere to remain stable in the face of unforeseen external interruptions like natural catastrophes, geopolitical unrest and public health emergencies.

Changing Consumer Preferences and Trends: New Zealand and the UK are both aware of the difficulties of fast reacting to shifting customer tastes and market trends. The need for flexibility and reactivity in product development and marketing tactics is shown by this similarity.

Differences between New Zealand and the UK

Product Pricing: The UK report does not specifically identify the problem of relatively high prices when compared to local brands, despite the fact that it is mentioned in the New Zealand context. This shows that the two markets may have different price dynamics and customer sensitivity to pricing.

Distribution Network: The research in the United Kingdom does not particularly highlight a broad distribution network as a strength, but the analysis in New Zealand does (Yoonget *al.*, 2021). This disparity might be due to differences in distribution infrastructure and market penetration between the two countries.

Agility in Responding to Market Trends: The inability to adapt quickly to market developments is identified as a problem in the New Zealand research but is not expressly

acknowledged in the UK context. This might suggest that market conditions and customer behaviour are affecting the requirement for adaptability to differing degrees.

Market Opportunities: While collaborations for new market segments are recognised as a potential in the New Zealand study, they are not specifically stated in the UK analysis. This might imply contrasts in market expansion plans or the opportunity for collaboration between the two markets.

Threats and Regulations: The danger identified in the UK research is increased regulatory scrutiny on product components, whereas the threat identified in the New Zealand analysis is tighter rules on ingredients and labelling (Zlatevska *et al.*, 2023). While the focus on different parts of regulations is comparable, it shows possible differences in regulatory landscapes between the two markets.

In summary, Unilever's strengths, weaknesses, opportunities and threats are broadly identical between New Zealand and the United Kingdom, with minor differences reflecting market-specific factors. Both markets have strengths in brand awareness and dedication to sustainability, as well as problems in supply chain disruptions and shifting customer tastes.

6. Comparing marketing Strategies used by Unilever in the UK and New Zealand

6.1 Segmentation, Targeting and Positioning Differences in the UK and New Zealand-

6.1.1 Customers Segmentation of Unilever in the UK and New Zealand

UK

- **Demographic:** Unilever's products for all ages, such as Dove, target a wide range of age groups, from children to seniors. Males benefit from gender-specific lines such as Lynx. Unilever items were purchased by 62% of UK homes in 2022, indicating a broad demographic reach.
- **Geographic:** Unilever has a presence throughout the UK, with products adapted to regional interests. For instance, whereas Marmite is preferred in Scotland, PG Tips is popular in England. Accessibility of items is ensured by nationwide distribution.
- **Psychographic:** Consumers that are socially and environmentally conscientious are drawn to goods like Ben & Jerry's ice cream. In 2021, 46% of UK customers favoured

products that had strong social or environmental values, which was in line with Unilever's sustainability goals.

- **Socio-economic:** Unilever caters to a wide range of socioeconomic classes. Premium brands like Magnum cater to upper-income brackets, whereas budget-friendly options cater to lower-income brackets. This method generated £52.7 billion in income in 2020.
- **Geo-demographic:** Unilever's diversified brand portfolio provides relevance in the UK across various lifestyles and living areas. Its different brands cater to a wide range of consumer demands and habits.

New Zealand

- **Demographic:** Unilever caters to a wide spectrum of demographics, from children to adults, with products such as Dove and Surf. In 2022, more than 80% of New Zealand homes purchased Unilever products, demonstrating broad demographic appeal.
- **Geographic:** Unilever serves a wide range of New Zealand locales. Streets ice cream is well-known across the country. Product availability is ensured by strong distribution networks in both urban and rural locations.
- **Psychographic:** With brands such as Love Beauty and Planet, Unilever caters to environmentally aware consumers. The surge in ethical consumerism correlates with Unilever's environmental efforts, which were supported by 55% of New Zealanders in 2021.
- **Socio-economic:** Unilever's product line caters to a wide spectrum of socioeconomic classes. Lux targets upper income categories, whilst Sunlight targets budget-conscious consumers. This strategy helps Unilever's market growth.
- **Geo-demographic:** Unilever caters to lifestyles and living situations in New Zealand through brands that appeal to varying requirements and interests.

6.1.2 Targeting Customers in the UK and New Zealand Market

UK

- **Mass marketing:** In the United Kingdom, Unilever uses mass marketing tactics to promote well-known products such as Dove and Lipton to a large audience. Its diversified product line appeals to a wide spectrum of people, with an emphasis on

accessibility and brand familiarity. Unilever maximises reach and market penetration in the UK through substantial advertising and distribution.

New Zealand

- **Niche marketing:** Unilever uses specialised marketing in New Zealand, catering items like Ben & Jerry's to specialist markets like those who care about the environment. Unilever focuses on certain specialised markets to provide products and marketing that have a strong local impact.

6.1.3 Positioning of Unilever in the UK and New Zealand

UK

- **Product positioning:** Unilever positions its goods in the UK based on its broad selection of products that meet basic necessities. Brands that appeal to a broad consumer base, like Knorr and Dove, place an emphasis on quality and practicality.
- **Sustainability positioning:** Unilever presents itself as a pioneer in the UK. Conscious customers are attracted to the company's initiatives, including the "Clean Future" programme, which highlights its dedication to environmental responsibility.

New Zealand

- **Product positioning:** Unilever concentrates on product positioning in New Zealand, adapting brands like Lipton and Streets ice cream to regional preferences.
- **Sustainability positioning:** The sustainability positioning of Unilever in New Zealand is consistent with consumer preferences. Unilever appeals to Kiwi consumers who are concerned about the environment by emphasising sustainable practices and ethical sourcing.

Similarities and differences

Similarities: Unilever uses thorough consumer segmentation tactics to efficiently target its various markets in both the UK and New Zealand. Consideration of demographic, regional, psychographic, socioeconomic, and geodemographic characteristics demonstrates Unilever's dedication to comprehending and addressing customer demands. These strategies give Unilever the ability to increase client retention, keep a firm grip on the market, and connect with shifting consumer tastes.

Differences: Unilever's customer segmentation in the UK uses mass marketing strategies to capitalise on the popularity and accessibility of its diverse brand portfolio. Sustainability is prioritised in line with rising consumer awareness. In contrast, Unilever uses specialised marketing in New Zealand, concentrating on particular demographics like ecologically sensitive shoppers. Local preferences are taken into account in product positioning, and sustainability efforts are consistent with Kiwi ideals. Both markets highlight Unilever's flexibility and personalised approach to varying consumer landscapes, despite the strategy' differences.

6.2 7P's of Marketing in the Context of Unilever Company in the UK and New Zealand

Product: Unilever boasts a wide-ranging portfolio of items traversing individual care, food, and domestic care categories. Its item offerings are characterized by quality, development, and sustainability (Natali, 2023). Dove, Magnum, and Ben & Jerry's are just a few of Unilever's brands that cater to a variety of consumer requirements and tastes, demonstrating the company's dedication to giving customers what they want and need.

Price: Unilever uses a flexible pricing approach to address the affordability of consumers and various market segments. Radox products are more reasonably priced, although premium brands like Magnum ice cream attract higher pricing (Tegon, 2021). Unilever is able to increase revenue from a variety of customer segments and win a larger market share thanks to its strategic pricing approach.

Promotion: The focus of Unilever's marketing initiatives is on raising brand recognition and demonstrating its dedication to sustainability and social responsibility (Caratas, 2023). The business uses both conventional and digital platforms to communicate with customers through a variety of marketing strategies. Influencer partnerships, cause-related marketing and showcasing the ingredients' ethical origin all help to build the brand's reputation.

Place: Due to Unilever's enormous distribution network, its goods are always available to UK customers. Its goods may be purchased from supermarkets, quick-service restaurants, internet merchants and even speciality shops (Van Dam *et al.*, 2021). The accessibility and convenience for customers throughout several locations are ensured by this broad presence.

People: Unilever appreciates the contribution that its staff members make to the success of the business. The diversity of the workforce encourages creativity and innovation (Tegon,

2021). The emphasis placed on employee development and well-being demonstrates the business' dedication to fostering a welcoming and inclusive workplace.

Packaging: Unilever prioritises sustainable packaging solutions in order to meet consumer demand for environmentally friendly products (Van Dam *et al.*, 2021). Initiatives such as minimising plastic consumption and boosting recyclability demonstrate the company's commitment to environmental responsibility and appeal to environmentally sensitive customers.

Process: Unilever's effective procedures ensure quality, sustainability and innovation at all phases of product creation and delivery (Jasiński, Meredith and Kirwan, 2021). The company's dedication to environmentally friendly sourcing, production and distribution methods enhances its image as a responsible business organisation.

New Zealand

Product: Unilever's product offers in New Zealand are tailored to the country's distinct tastes and values. Brands such as Marmite and Lipton Tea are customised to local tastes (Gholamipour-Shirazi *et al.* 2020). Unilever also emphasises its dedication to sustainability, which is appealing to ecologically aware New Zealanders.

Price: Unilever implements strategic pricing methods in light of New Zealand's market realities and customer sensitivity to pricing (Gholamipour-Shirazi *et al.* 2020). While luxury items such as Lux soap showcase quality and legacy, less expensive choices such as local variations of Sunsilk shampoo cater to budget-conscious consumers.

Promotion: Unilever conducts targeted marketing strategies that appeal to the New Zealand audience. Promotions frequently emphasise the natural and ecological qualities of its products, which corresponds to the country's emphasis on environmental responsibility (Mwadime, 2020). Unilever's advertising efforts are bolstered through collaborations with local personalities and partnerships with environmental organisations.

Place: Unilever's distribution strategy in New Zealand is making products available through a variety of channels (Bhuiyan, 2021). The corporation ensures that its presence is felt throughout the country, from supermarkets in major regions to smaller local stores in rural areas. In addition, Unilever's investment in e-commerce guarantees that customers may easily access their favourite items online.

People: The dedication of Unilever to diversity and inclusion is consistent with New Zealand's heterogeneous society. The organisation develops a culture that celebrates and recognises its workers' different origins (Bhuiyan, 2021). Employee development programmes and initiatives help to create a motivated workforce that shares the company's and the local community's values.

Packaging: Unilever's packaging approach is aligned with New Zealand's emphasis on environmental sustainability. Customers who respect eco-conscious purchasing appreciate the company's attempts to reduce plastic waste and promote ecologically friendly items (Breczku, 2022). The incorporation of recycling and environmental impact information in packaging designs increases consumer involvement.

Process: In New Zealand, Unilever's operational methods prioritise efficiency and responsiveness to local demand (Gad, 2022). The company's capacity to swiftly react to shifting market trends guarantees that it can supply timely and relevant items. Unilever's commitment to local sourcing is bolstered by collaborations with local suppliers and manufacturers.

Similarities and differences

Similarities in the UK and New Zealand in the 7Ps of Marketing Approach

Product Customization: Unilever strongly emphasises adapting its product offers to regional tastes and values in both the UK and New Zealand (Gad, 2022). In the United Kingdom, brands such as Dove and Magnum are linked with consumer needs, but in New Zealand, items such as Marmite and Lipton Tea are tailored to local taste preferences.

Sustainability Focus: The commitment of Unilever to sustainability is obvious in both markets. Unilever promotes its sustainability programmes like the "Clean Future" programme in the UK, which appeals to people who care about the environment (Breczku, 2022). The packaging and advertising of eco-friendly products is another way in which Unilever supports New Zealand's emphasis on environmental responsibility.

Employee Engagement: Unilever places a premium on people and employee development in both markets. In the UK, the firm values the varied workforce's commitment to innovation, while in New Zealand, Unilever's employee development initiatives reflect the country's diverse population to encourage employee engagement.

Packaging and Sustainability: Unilever works to reduce plastic waste and promote environmentally friendly products through sustainable packaging in both markets (Mwadime, 2020). This strategy appeals to shoppers who value eco-friendly purchases in the UK and New Zealand.

Differences in the UK and New Zealand in the 7Ps of Marketing Approach

Product Portfolio Focus: The specific products and brands may vary, even though Unilever's product portfolio covers a variety of categories in both regions (Kim and Schifeling, 2022). Dove, Magnum, and PG Tips are prominently featured in the UK, whereas Marmite and Lipton Tea are prominently featured in New Zealand, reflecting local tastes.

Pricing Strategies: The pricing policies of Unilever are adapted to the economic dynamics of each market (Zlatevskaet *al.*, 2023). Flexible pricing is used to target different market segments in the UK, while pricing in New Zealand takes customer sensitivity and cost considerations into account.

Promotion Strategies: Promotional tactics vary depending on the target demographic. Unilever uses several marketing methods in the United Kingdom to demonstrate its commitment to sustainability and social responsibility (Tegon, 2021). In contrast, New Zealand's marketing emphasises environmental stewardship and cooperation with local celebrities.

Distribution Channels: Distribution channels are tailored to the accessibility and convenience of each market (Farrukh, Mathrani and Sajjad, 2023). Unilever's broad distribution network in the United Kingdom enables product availability in a variety of locales. Products are easily accessible in New Zealand thanks to a combination of supermarket chains, local retailers, and e-commerce platforms.

6.3 Directional Development of Unilever in the UK and New Zealand- BCG matrix-

BCG matrix:

Stars	Cash Cows
• Dove has high market share and growth due to innovation and loyalty • Magnum, a successful premium ice	• PG Tips: Established tea brand with steady demand • Knorr: Well-known food brand with

cream brand	loyal customers
Question marks	Dogs
● Ben & Jerry's Non-Dairy: Entering dairy-free market ● Love Beauty and Planet: Eco-friendly segment	● Persil Capsules: Facing competition and limited market share ● Pot Noodle: Challenged by changing consumer preferences

Similarities and differences

Similarities in UK and New Zealand in BCG Matrix Approach

Stars: Unilever sells products in both markets that are rated as "Stars." For instance, Dove and Magnum are regarded as stars in the UK due to their large market shares, development spurred by innovation, and devoted client base (Noonan, 2022). Similarly, Unilever's goods like Dove and Magnum are included in this category in New Zealand for the same reasons. This resemblance demonstrates Unilever's accomplishment in creating and keeping up with robust products with a sizable market presence.

Cash Cows: Unilever has identified certain goods that are "Cash Cows" in the UK and New Zealand. These goods have a sizable market share but little market expansion. Given their well-established positions and consistent demand in the UK, PG Tips and Knorr fit into this group (Symonds, 2021). PG Tips and Knorr are similar cash cows for Unilever in New Zealand. This shows how reliable and successful these brands are in both areas.

Differences in the UK and New Zealand in BCG Matrix Approach

Question Marks: Although there are products in both sectors that are "Question Marks" that have a low market share yet are growing rapidly, the particular products vary. Due to their introduction into emerging markets in the UK, Ben & Jerry's Non-Dairy and Love Beauty and Planet are regarded as question marks (Wagner, 2022). Unilever's question marks in New Zealand also cover Love Beauty and Planet and Ben & Jerry's Non-Dairy. This resemblance highlights Unilever's strategy of focusing on new segments to investigate potential opportunities.

Dogs: Unilever encounters difficulties with "Dogs" (products with a small market share and slow market growth) in both markets. Due to competition and shifting customer preferences,

Pot Noodle and Persil Capsules are regarded as dogs in the UK. Similar to how Pot Noodle and Persil Capsules are referred to as dogs in New Zealand, so are they (Berkoff, 2019). This comparison shows how Unilever must handle problems and choose a course of action for these items in both markets.

6.4 Recommendations using SOSTAC Model- Identifying the required marketing field of development of Unilever in chosen countries

Situation Analysis: Unilever should start by performing a thorough market analysis in both the UK and New Zealand. In order to do this, it is necessary to evaluate the company's strengths and shortcomings as well as the market trends, competitive environment, and consumer preferences (Tien *et al.*, 2021). Understanding local socioeconomic, cultural, and regulatory aspects would give a sound foundation for decision-making.

Objectives: Unilever's marketing efforts should be guided by specific goals. Unilever might seek to strengthen its reputation as a sustainability leader in the UK, while it might concentrate on raising brand recognition among environmentally conscious customers in New Zealand (Baragiola and Mauri, 2022). To provide a project a clear direction, specific, measurable, attainable, relevant, and time-bound objectives should be created.

Strategy: Unilever needs to lay out a thorough plan for every market that fits with the predetermined goals. To appeal to socially conscious consumers in the UK, the strategy can comprise emphasising the company's environmental initiatives across all product lines. Unilever may concentrate on utilising local partnerships in New Zealand to strengthen its commitment to sustainability and build its reputation.

Tactics: The precise steps Unilever would take to carry out its strategies should be outlined in tactical plans. This might entail working with powerful environmental activists in the UK to create effective marketing campaigns (Moorman, 2020). Unilever might interact with regional influencers in New Zealand and take part in environmental activities to raise brand awareness.

Action: The planned strategies are put into action during the action phase. Unilever needs to develop effective marketing materials, programmes, and content that appeal to the target audiences in both nations (Ismaeel and Alsariera, 2023). Consistent implementation should show Unilever's dedication to innovation, quality, and sustainability.

Control: The success of Unilever's marketing initiatives must be regularly tracked and evaluated. Establishing key performance indicators or KPIs would help one to monitor progress towards one's goals (Ndefru, 2019). Regular data analysis and feedback gathering would allow Unilever to make well-informed changes to its strategies and tactics based on immediate market responses.

Unilever should expand its "Clean Future" programme and start working with eco-aware influencers in the UK to boost its sustainability messaging. In New Zealand, efforts should be made to tailor product offers to regional tastes and preferences while putting a strong emphasis on sustainable practices through community collaborations and events (Natali, 2023). To make sure that marketing efforts are on course and successful in both areas, careful KPI tracking is necessary.

Similarities and differences

Similarities in Application of SOSTAC Model: Unilever's marketing development in the UK and New Zealand needs to start with a thorough situation analysis that takes consumer preferences and market trends into account (Natali, 2023). In order to direct concentrated efforts towards sustainability leadership in the UK and eco-aware brand awareness in New Zealand, it is essential in both markets to have clear and measurable targets.

Differences in Application of SOSTAC Model: Unilever can capitalise on already-existing sustainability activities across product lines in the UK and appeal to the socially conscious population (Tegon, 2021). Partnerships with regional influencers and involvement in green events, meanwhile, are consistent with New Zealand's principles. The emphasis on UK environmentalists and New Zealand local influencers in tactical plans must change proportionately.

7. Conclusion-

Unilever's strategic development in the UK and New Zealand has been meticulously led by a number of elements, which have been captured through thorough environmental scanning and analysis. Unilever has been able to strategically position itself, respond to regional quirks, and seize opportunities while navigating problems thanks to the synthesis of these processes.

7.1 Environmental Scanning

Unilever's approach to environmental scanning has been critical in developing a thorough grasp of the external elements influencing its operations. Unilever has been able to foresee trends, spot potential risks, and seize new opportunities by methodically evaluating the political, economic, sociocultural, technological, legal, and environmental variables (Mwadime, 2020). In addition to ensuring resilience in the face of uncertainty, this also gives Unilever the ability to better match its product offers with shifting customer tastes, boosting brand loyalty and market share.

7.2 Environmental Analysis

Unilever's extensive environmental investigation resulted in an in-depth analysis of the distinctive characteristics of each market. Unilever can use the analysis's identification of important success factors, such as sustainability activities in the UK and New Zealand, as competitive differentiators (Farrukh, Mathrani and Sajjad, 2023). Unilever has also been able to optimise its product offers, pricing, and marketing initiatives by knowing market-specific demographics, psychographics, and socioeconomic categories, forging a closer relationship with the target population.

Thus, Unilever is now seen as a flexible and forward-thinking market player in the UK and New Zealand because to the integration of environmental scanning and analysis. This strategy has cultivated strategic agility and a focus on the customer, which not only strengthen Unilever's competitive edge but also lay the groundwork for long-term success in these two separate markets.

Reference list

Ahn, J., Shamim, A. and Park, J., 2021. Impacts of cruise industry corporate social responsibility reputation on customers' loyalty: Mediating role of trust and identification. *International Journal of Hospitality Management*, 92, p.102706.

Assets.publishing.service.gov.uk, (2023). "*EQUALITY ACT 2010*" Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/228770/9789999104616.pdf [Accessed on: 15/08/2023]

Baragiola, G. and Mauri, M., 2022. SDGs and the private sector: Unilever and P&G case studies.

Beehive.govt.nz, (2023). "*Tech investment lays foundations for future economy*" Available at: <https://www.beehive.govt.nz/release/tech-investment-lays-foundations-future-economy> [Accessed on: 15/08/2023]

Berkoff, S., 2019. *A World Elsewhere*. Routledge.

Bettencourt, A.S.D.A., 2022. Market share as a key sensitive factor to Unilever-s profitability (Doctoral dissertation).

Bhuiyan, M.A.R., 2021. Marketing Strategy of Unilever Bangladesh Limited (Doctoral dissertation, Sonargaon University (SU)).

bintiTsuraya, H., Endayani, L., Zahda, F.M., Utami, I.S. and Jayadi, U., 2023. Unilever Company Work Model. *International Journal of Economics, Management and Accounting*, 1(1), pp.7-14.

Breczku, A.M., 2022. Eco-conscious and green consumption of FMCG hair care products in Pest County, Hungary. *Prosperitas*, 9(1-2).

Caratas, M.A., 2023. Corporate Social Responsibility Practices Amid Political and Economic Transformation in Europe. *Technium Soc. Sci. J.*, 43, p.302.

Cia.gov, (2023). "*Real GDP per capita*" Available at: <https://www.cia.gov/the-world-factbook/field/real-gdp-per-capita/country-comparison/> [Accessed on: 15/08/2023]

Commonslibrary.parliament.uk, (2023). "*GDP – International Comparisons: Key Economic Indicators*" Available at: <https://commonslibrary.parliament.uk/research->

briefings/sn02784/#:~:text=For%202022%20as%20a%20whole,the%20UK%20was%20essentially%20flat [Accessed on: 15/08/2023]

Databank.worldbank.org, (2023). “*Worldwide Governance*” Available at: https://databank.worldbank.org/reports.aspx?Report_Name=WGI-Table&Id=ceea4d8b [Accessed on: 15/08/2023]

Electoralcommission.org.uk, (2023). “*Vote Leave fined and referred to the police for breaking electoral law*” Available at: <https://www.electoralcommission.org.uk/media-centre/vote-leave-fined-and-referred-police-breaking-electoral-law> [Accessed on: 15/08/2023]

Electoralcommission.org.uk, (2023). “*Voter engagement among black and minority ethnic communities*” Available at: https://www.electoralcommission.org.uk/sites/default/files/electoral_commission_pdf_file/Ethnicfinalreport_11586-6190__E__N__S__W__.pdf [Accessed on: 15/08/2023]

Environment.govt.nz, (2023). “*What the Government is doing about the*” Available at: <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/> [Accessed on: 15/08/2023]

Erman, A. and Medeiros, M., 2021. Exploring the effect of collective cultural attributes on Covid-19-related public health outcomes. *Frontiers in psychology*, 12, p.884.

Farrukh, A., Mathrani, S. and Sajjad, A., 2023. An exploratory study of green-lean-six sigma motivators for environmental sustainability: Managerial insights from a developed and developing economy. *Business Strategy and the Environment*.

Gad, S., 2022. being a thesis submitted in partial fulfilment of the requirements for the degree of Doctor of (Doctoral dissertation, University of Hull).

Gholamipour-Shirazi, A., Kamlow, M.A., T. Norton, I. and Mills, T., 2020. How to formulate for structure and texture via medium of additive manufacturing-a review. *Foods*, 9(4), p.497.

Gov.uk, (2023). “*UK Digital Strategy*” Available at: <https://www.gov.uk/government/publications/uks-digital-strategy/uk-digital-strategy> [Accessed on: 15/08/2023]

Hdr.undp.org, (2023). “*HUMAN DEVELOPMENT INSIGHTS*” Available at:<https://hdr.undp.org/data-center/country-insights#/ranks> [Accessed on: 15/08/2023]

Hofstede-insights.com, (2023). “*COUNTRY COMPARISON TOOL*” Available at:<https://www.hofstede-insights.com/country-comparison-tool?countries=new+zealand%2Cunited+kingdom> [Accessed on: 15/08/2023]

Hunt, C.F., Lin, W.H. and Voulvoulis, N., 2021. Evaluating alternatives to plastic microbeads in cosmetics. *Nature Sustainability*, 4(4), pp.366-372.

Ismaeel, B. and Alsariera, W., 2023. The Effect of Marketing Effectiveness, and Consumer Behaviour on Consumer Purchase Preference for Unilever Products in Jordan.

Jasiński, D., Meredith, J. and Kirwan, K., 2021. Sustainable development model for measuring and managing sustainability in the automotive sector. *Sustainable Development*, 29(6), pp.1123-1137.

Kim, S. and Schifeling, T., 2022. Good corp, bad corp, and the rise of B Corps: How market incumbents’ diverse responses reinvigorate challengers. *Administrative Science Quarterly*, 67(3), pp.674-720.

Kohnert, D., 2021. The socio-economic impact of Brexit on CANZUK and the Anglosphere in times of Corona: The case of Canada, Australia and New Zealand. *Australia and New Zealand* (May 26, 2021).

Legislation.gov.uk, (2023). “*Employment Rights Act 1996*” Available at: <https://www.legislation.gov.uk/ukpga/1996/18/contents> [Accessed on: 15/08/2023]

Mbie.govt.nz, (2023). “*Sector overview*” Available at:<https://www.mbie.govt.nz/business-and-employment/economic-development/industry-policy/industry-transformation-plans/digital-technologies/digital-technologies-industry-transformation-plan/sector-overview/> [Accessed on: 15/08/2023]

Mfat.govt.nz, (2023). “*Free trade agreements in force*” Available at: <https://www.mfat.govt.nz/en/trade/free-trade-agreements/free-trade-agreements-in-force/> [Accessed on: 15/08/2023]

Moorman, C., 2020. Commentary: Brand activism in a political world. *Journal of public policy & marketing*, 39(4), pp.388-392.

Mwadime, G.S., 2020. Macro Environmental Factors and Performance of Multinational Corporations in Kenya (Doctoral dissertation, University of Nairobi).

Natali, B., 2023. Co-Design of Sustainable Events: The Implementation of a Strategic Framework Towards Sustainable Practices at Kiwiburn Festival, Aotearoa/New Zealand (Doctoral dissertation, ResearchSpace@ Auckland).

Ndefru, A., 2019. Preparing for Success with Key Performance Indicators.

Noonan, M.J., 2022. Financing Fitzginnegan: Joycean Influences and Similarities in the Works of F. Scott Fitzgerald. *The F. Scott Fitzgerald Review*, 20, pp.121-158.

Obr.uk, (2023). “*The UK’s tax burden in historical and international context*” Available at: <https://obr.uk/box/the-uks-tax-burden-in-historical-and-international-context/> [Accessed on: 15/08/2023]

Oecd.org, (2023). “*Foreign Direct Investment for Development*” Available at: <https://www.oecd.org/investment/investmentfordevelopment/1959815.pdf> [Accessed on: 15/08/2023]

Ons.gov.uk, (2023). “*Services sector, UK: 2008 to 2018*” Available at: <https://www.ons.gov.uk/economy/economicoutputandproductivity/output/articles/servicessectoruk/2008to2018> [Accessed on: 15/08/2023]

Scala, B. and Lindsay, C.F., 2021. Supply chain resilience during pandemic disruption: evidence from healthcare. *Supply Chain Management: An International Journal*, 26(6), pp.672-688.

Shih, W.C., 2020. Global supply chains in a post-pandemic world. *Harvard Business Review*, 98(5), pp.82-89.

Stats.govt.nz, (2023). “*Annual inflation at 6.0 percent*” Available at: <https://www.stats.govt.nz/news/annual-inflation-at-6-0-percent/> [Accessed on: 15/08/2023]

Suresh, A., 2022. Value chain of fish and fishery products: global status, issues and opportunities. ICAR-CIFT.

Susilo, D., Mendoza, C.M.T. and Khan, M.A., 2023. Sustainability in Industry: The Lack of Implementation Running in the FMCG Industry. *JurnalEkonomi Dan Bisnis Digital*, 2(2), pp.461-476.

Symonds, E., 2021. An ‘unavoidable’ dynamic? Understanding the ‘traditional’ learner–teacher power relationship within a higher education context. *British journal of sociology of education*, 42(7), pp.1070-1085.

Tegon, A., 2021. Corporate Social Responsibility: business strategies, processes and management control systems.

Theglobaleconomy.com. (2023). “*United Kingdom: Political stability*” Available at: https://www.theglobaleconomy.com/United-Kingdom/wb_political_stability/ [Accessed on: 15/08/2023]

Tien, N.H., Diem, P.T., Van On, P., Anh, V.T., Van Dat, N., Hung, N.T. and Tam, B.Q., 2021. The formation and development of CRM system at ThienHoa electronics supermarket in Vietnam. *International Journal of Research and Growth Evaluation*, 2(4), pp.752-760.

Transparency.org, (2023). “*CORRUPTION PERCEPTIONS INDEX*” Available at: <https://www.transparency.org/en/cpi/2020> [Accessed on: 15/08/2023]

Un.org, (2023). “*UN Report: Nature’s Dangerous Decline ‘Unprecedented’; Species Extinction Rates ‘Accelerating’*” Available at: <https://www.un.org/sustainabledevelopment/blog/2019/05/nature-decline-unprecedented-report/> [Accessed on: 15/08/2023]

Utami, A.F. and Ekaputra, I.A., 2021. A paradigm shift in financial landscape: encouraging collaboration and innovation among Indonesian FinTech lending players. *Journal of Science and Technology Policy Management*, 12(2), pp.309-330.

Van Dam, I., Wood, B., Sacks, G., Allais, O. and Vandevijvere, S., 2021. A detailed mapping of the food industry in the European single market: similarities and differences in market structure across countries and sectors. *International Journal of Behavioral Nutrition and Physical Activity*, 18(1), pp.1-15.

Wagner, M., 2022. JUST DOUGH IT! An Analysis of Nike and Ben & Jerry's Use of Corporate Activism as It Pertains to the Black Lives Matter Movement (Doctoral dissertation).

Yoong, S.L., Hall, A., Leonard, A., McCrabb, S., Wiggers, J., d'Espaignet, E.T., Stockings, E., Gouda, H., Fayokun, R., Commar, A. and Prasad, V.M., 2021. Prevalence of electronic nicotine delivery systems and electronic non-nicotine delivery systems in children and adolescents: a systematic review and meta-analysis. *The Lancet Public Health*, 6(9), pp.e661-e673.

Zlatevska, N., Barton, B., Dubelaar, C. and Hohberger, J., 2023. Navigating Through Nutrition Labeling Effects: A Second-Order Meta-Analysis. *Journal of Public Policy & Marketing*, p.07439156231158115.