

Introducing the Modern Workplace

STRUCTURE AND CULTURE

Kellogg's Company

-Assessment 1-



Module Code: LCBB4003

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Introduction

In this assessment, I will describe the structure and tradition of Kellogg's Company. I will analyse what type of elements contribute to company performance. The fundamental factor of this evaluation is to understand how Kellogg's Company operates, each corporation operates in a different way depending upon its nature and structure, however, some common elements of its functionalities are changes, environment impact, society manage and needs, tradition and structure of the company. how social obstacles in specific cultures can have an effect when a determinate product tries to introduce in a new market.

The culture of a company nowadays is important now that culture drives people's behaviour, innovation, customer services and how people from an organization can operate with the company values.

Kellogg's

The Kellogg's Company is the world's main producer of cereals. Its products are manufactured in 18 international locations and sold in more than one hundred eighty countries. For more than a hundred years, Kellogg's has been a leader in health and nutrition by means of imparting buyers with a wide range of food product. These are designed to be part of a balanced weight loss plan and meet the specific tastes of consumers.

Kellogg has its efforts in keep growing the organisation, which in words it can say the company invest in searching methods to meet the standards and needs of the consumers by way of developing a new product that can fit with them and increasing the cereal business in a very healthy way. Kellogg uses the market to promotion its products by knowing its consumer and what they wish.

Kellogg has manufactured in 21 countries and marked in more than 180. They have been sold to retailers mainly.

Kellogg has a wide range of brands such as, Keebler, Cheez-it, pringles (well-known), Murray, Austyn, famous Amos, Parati, and RXbar. It is business is principal in traditional retail grocery trade.



Structure

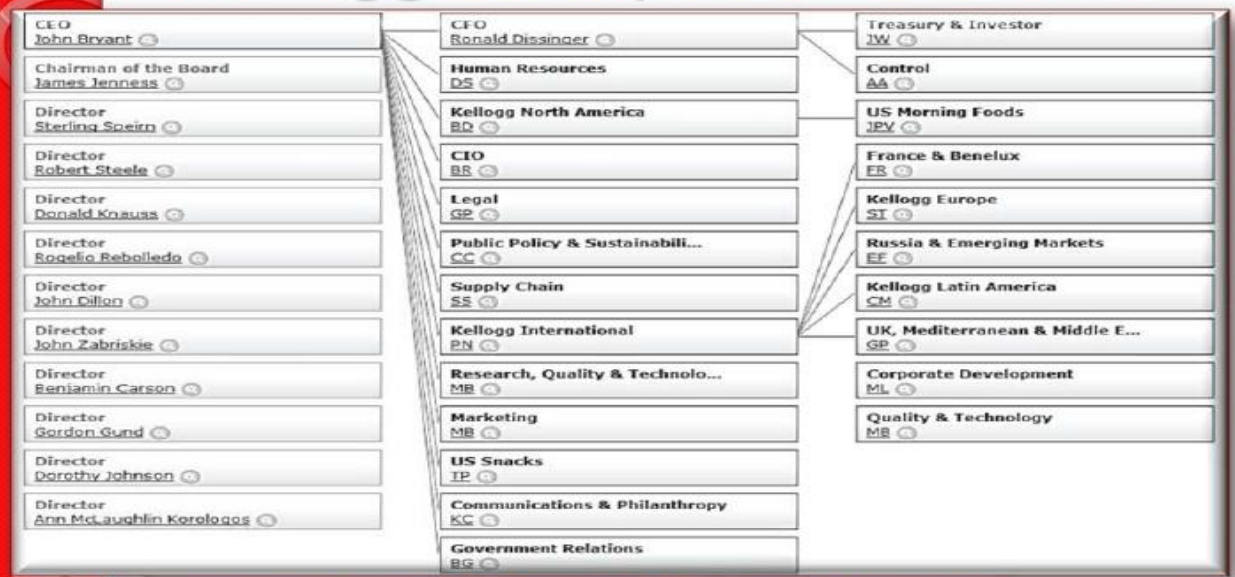
What is structure, types of structure how the company manage to get a structure?

A structure determines how the roles, power, and duty are assigned, controlled, and coordinated and how the information goes through all the specific departments of the company to manage the identical objectives. A structure relies upon on the organization's goals and strategy. Having a perfect organizational shape will lead to much better decisions.

Three basic models of organizational structure: Functions, Products, and Geographic areas, according to Fatehi (1996). As well we can find different types of structures as a mixed structure can be the combination of three of them and matrix structure is the mix of functional and project

To control their global operations, Kellogg's uses a geographic-area division structure. A geographic-area division structure ability that geographic regions group their operations internally. Kellogg's uses this method due to the fact their overseas sales are a fair percentage of their total sales.

Kellogg's Corporate Structure



<http://investor.kelloggs.com/directors.cfm?navSection=Governance&navSubSection=Directors>

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(Source: annual Report 2018)

Culture

Kellogg culture is based on their values referred to as K-values; integrity, accountability, humility, simplicity, and success (source: annual report 2018)). They follow an ethical business practice that is a global code that must be applied day-to-day in their decisions and actions to meet the expectations of their stakeholders. Their vision is "to enrich and delight the world through foods and brands that matter" Steve Cahillane (Chairman and Chief Executive Officer, September 2013). Kellogg invests in people and health across the world with integrity, honesty, and humility. They look for new opportunities to create better days and reduce their impact on the environment taking care of protecting the environment like developing solutions that conserve resources and protect the planet.

One of its investments is people so they contribute in the communitive actively, in their employees contributing to a better-quality life for them, encouraging their employees to get involved in the community voluntarily.

HOFSTEDE

This theory can be applied to multinational companies like Kellogg's company as it is operating in several countries across the planet which every country has its own culture and rules and the decision that takes can affect its operations. There are enormous numbers of literately on studying the culture particularly Hofstede's theory of individualism vs collectivism and uncertainty avoidance, and different dimensions such masculinity versus femininity, long-term versus short term, indulgence versus restraint, power distances versus.

Individualistic vs collectivism

there are two types of society: individualistic and collectivistic. In individualistic, people are loose and everyone looks after themselft and their families. It can be said that the UK is a clear example of it. However, in a collectivistic society, the members of that culture are integreted and are seeking mutual archivements to maintain the group in strong, according to Hofstede (1991,2001),

Uncertainty avoidance

The other aspect of Hofstede's (1991,2001) work on the culture is uncertainty avoidance. Uncertainty avoidance is the degree that people rather prefer formal rules and fixed patterns of life, it can see whether people like to take risks or not.

Masculinity vs Femininity

It is referring as a social factor; it is the distributions of values between genders that can be an issue to the society and deepens of each country men's and women can have the same values or different.

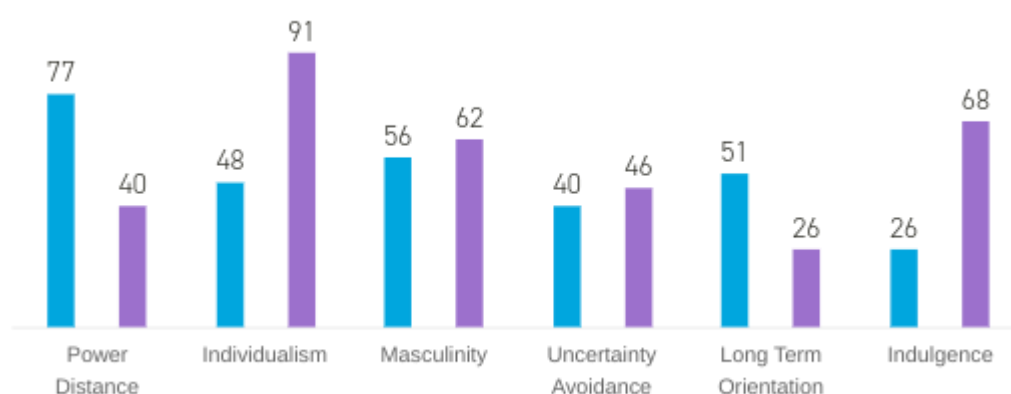
Long-term vs Short-term

It comes when the company it focusses for a future or immediate event, the company goes towards future rewards or the fulfilment of the social obligations

indulgence versus restraint

It is said when in a culture allows free gratification in the basic and natural human desires according to live life and have fun and restraint stands for a several strict social norms by the culture

In this section, it will be show the differences between two different cultures such Asia and USA. If we compare different cultures, values and behaviour between Asia and the USA we could say that for Kellogg's company is much difficult to penetrate the Asia market due to the different cultures. Kellogg's for most of the occidental people are the breakfast cereals, an example of India which is the most populated country in Asia it has been difficult for Kellogg's company to penetrate with its product.



USA vs INDIA

(source: Hofstede insights)

India is a vast country with a low percentage of urbanization. Only 32% of the people live in or close to cities and are therefore unlikely to encounter Kellogg's products in their local stores. The United States has an urban population of 83%. Consequently, far more people can buy their cereals at supermarket chains that offer the brand. The second problem is how to advertise. Electricity is not yet available in every single village and if it is, television is hardly one of the main items in an Indian household. That makes successful advertising through TV commercials debatable. Print advertisement is, due to the relatively low literacy of 63%, also questionable. Last but not least is the problem of poverty. Sadly, almost 30% of the Indian population lives below the poverty line.

(Source: India's Imports, retrieved from Promar Consulting 2014, p. 39)

In summary, all the barriers that different countries and cultures can affect every company.

PEOPLE

Kellogg Company was founded more than hundred years ago. With about 31,000 employees global and with products manufactured in 18 countries and marketed in a hundred and eighth international locations throughout 6 continents, Kellogg's actually is a multinational and multicultural company

Kellogg's company is aware that the workplace is fundamental for the good-functional of the company as they have to work-out on people and their needs, to understand what motivates individuals is very important so that they can contribute more to the development of the organization.

Understanding how the use of the motivational techniques and apply for their employees will create a benefit as they will be fewer absents, more loyal to the company and happier when it comes to improving the environment. The benefits that Kellogg's company provided matched its competitors in most areas they are still working to do in promoting work-life practices to contribute more to the development of an organization.

Within Kellogg's there are many roles and functions they help to develop everyone and keep them motivated; Kellogg's values and culture support its roles as a good employer.

I will explain different theories that any company can apply in their organization to improve their workplace and make a great place to work. Theories such the Maslow's hierarchy of

needs or Taylor can give a clear image of what companies can do to motivate their employees and how Kellogg's apply these on its people.

Maslow's hierarchy of needs:

Maslow (1943) people are motivated by different things. Once a level of needs is satisfied, it loses its power to keep motivating and the next level takes over.



In Kellogg's company, they do motivate people from the basic needs as per example, offering competitive salaries, vouchers, benefits and a good range of benefits in their lives to satisfied.

Kellogg's look after their employees making the workplace safety which contributes to remove hazards and prevent accidents. Besides, it can apport in different ways to their employees a healthy work-life balance might increase productivity.

Engagement of their people given opportunities for employees to receive and request information on any part of the business, including sales data and company products this helps strengthen and enhances worker's sense of belonging.

The second theory is McGregor's Theory X and Theory Y, this theory describes two different dimensions of motivation, according to with Douglas McGregor (1960) in theory X workers need discipline to get most of them, in contrast in theory Y people participate in decisions, take responsibility and challenges in the company.

Performance

The success of any exceptional improvement techniques closely influenced by using attitudes, perceptions, and behaviours of employees concerned in the technique (Al-Zoubi, 2012; Green, 2012). Hence, organizations need to keep an environment conducive to worker participation, first-class leadership, employee development, and the administration of its people to attain full viable of personnel for high-quality initiatives (Dalsgaard, 2011; Zink, 2008, Bou Beltran, 2005).

In Kellogg's company, its performance is through its values trying to get involve all employees in the dynamic to show its values. Everyone is responsible, individually and collectively acting with integrity and good faith, showing respect and diversity and inclusion. the people in the company are accountable and responsible to find the best solutions. They normally have meetings concerning the company and procedures which help in solving problems at the earliest and delivering the products in time. Kellogg commits making the best environment possible for its employees by providing positive and vitalizing. Which will help the people to deliver higher services (Kellogg's, 2012).

Kellogg's invest in innovation and training the employees. They value innovation ideas, which encourages and motivates employees to develop themselves inside of the company to bring out new ideas.

The performance takes care of employees, workplace, business partners and in the community, Kellogg's operate. Operating in more than 100 countries worldwide it is value for diversity and inclusion is fundamental to build-up a community in the organization so that all people for different backgrounds, capabilities, and opinions can suit the organization. They believe diversity of people and ideas can inspire innovation to go forward in the progress.

(source: A version of this article appears in print on Feb. 11, 2014, Section B, Page 1 of the New York edition with the headline: Labor Battle at Kellogg Plant in Memphis Drags)

Conclusion

Kellogg's is one of the company's leaders in the cereals and its brand is well-known around the world. It has a wide range of products that balance quite a healthy diet. They know their

customers as they research the market in order to design and develop new products to meet these customer needs.

In different cultures Kellogg's has been struggling to introduce its products as many social, economic and demographic factors have been held as a barrier.

One of the main aims of Kellogg's is to develop products of good quality and tasty as they are in more than 100 countries. The operational objectives include training the employees to deliver high customer services and maintain their K-values and corporate responsibilities. (2018, Global Code of Ethics English)

As a company, they invest in people and in the community, making a positive and vitalizing workplace and environment, which helps to deliver quality products.

there are some issues that affect organizations with the high level of infrastructure and costs, the operational structure of the companies cannot face cost and they are forced to cut off costs no matter what consequences may have for their employees.

However, indifferent news, particularly the New York time I found that not in all given cases the companies respect the benefits of employees cutting off salaries and insurances to reduce cost. Especially if we are talking about big companies that the infrastructures that they have can cost too many losses for the company.

Employees who have been working in the Kellogg's plant in Memphis have been locked-out claiming for their rights and benefits since the company has started a process to reduce costs, starting to hire new employees for lower wages. Employees who have worked for more than 25 years in the plant of Kellogg's said that it is the first time that occurs thing such this as Kellogg has always taken care of its employees, however the cost of the plant has made a decision for the company to reduce cost as it is not sustainable for them, according to the New York Times.

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