

## Krispy Kreme Doughnuts, Inc.

### Story

Krispy Kreme traces its roots back to 1933 when Vernon Rudolph bought a doughnut shop in Paducah, Kentucky. After selling doughnuts in Kentucky, Tennessee, and West Virginia, the store known today as Krispy Kreme was moved to Winston-Salem. Krispy Kreme doughnuts were sold to grocery stores at first, but became so popular with customers that they requested the option to buy the doughnuts fresh and hot from the store, thus launching the doughnut factory retail store and selling directly to the public. Krispy Kreme grew quickly over the next four decades before being sold to Beatrice Foods Company in 1976. Shortly after the purchase by Beatrice, in 1982, several Krispy Kreme franchisees purchased the company back from Beatrice Foods and quickly established the current Doughnut Theater style of factory stores where by customers can watch doughnuts being made. It was not until 1996 that KKD finally expanded outside the Southeast by opening a store in New York City, followed in 2001 by opening its first store outside the United States, in Canada.

Besides Krispy Kreme stores spread in the United States and Canada, there are franchise branches in the following countries: the United States of America, Australia, Bahrain, Canada, Colombia, the Dominican Republic, India, Indonesia, Japan, Kuwait, Malaysia, Mexico, the Philippines, Puerto Rico, and the Republic of Korea , Russia, Qatar, Saudi Arabia, Singapore, Taiwan, Thailand, Turkey, the United Arab Emirates, and the United Kingdom.

### Mission

Is to influence and enhance people's lives through the joy that Krispy Kreme spreads

### Vision

Is to be the world leader in sharing delicious flavors and creating joyful memories

### We believe

Our customers are the basis, so we always strive to satisfy them

There is no substitute for quality in our service to our customers

Showcase display is critical wherever Krispy Kreme is sold

We must produce a collaborative team effort that is not prominent or anonymous

We must do all of our work in the best possible way

We will not accept the second place, as we are fulfilling our commitments

We must train our team to get the best results

(Vernon Rudolph )

### PESTEL Analysis:

With the goal of achieving sustainable, long-term profitable growth in the EMEA region through strategic licensing partnerships, KKD intends to restructure its administrative support functions. The result will feature in the form of a more impactful team that draws on international best practices to support licensees with process examples. This includes the introduction of a new structure for the support center in its main offices in Winston-Salem - . The company will continue to operate its manufacturing site in Europe , which roasts and packaging high-quality doughnuts and coffee with ethical considerations taking into account the interest of suppliers in the EMEA region.

(Michael J. Tattersfield ) CEO . “We have gained a deep understanding of the company's values and the delicate relationship between the doughnuts and coffee seller and the customer that leads to the unique and strong relationship that makes Krispy Kreme a preferred brand. We plan to do the same in new geographic regions by capitalizing on the talent and scale we have built in the region. We are proud and grateful for the confidence that krispy kreme leadership has given from our customers,

Kesri Kapur Americana Group CEO Krispy kreme strategic partner in MENA region (We have proudly expanded the network of Krispy Kreme branches in the region since opening our first branch in the Middle East at Marina Mall Kuwait in 2007 serving freshly made original glazed donuts.

Today Americana operates a total of more than 148 Krispy Kreme stores in the Middle East. Our branches are located in the Kingdom of Saudi Arabia, Kuwait, and the United Arab Emirates.

## SWOT Analysis:

Analyze strengths, weaknesses, opportunities and threats

### Strengths

Brand strength and ease of identification.

Customers love the atmosphere at krispy kreme

KKD presence worldwide with the same quality and service

Excellent supply & distribution chain Management

### Weaknesses

The product may be not suitable for every one.

It is not easy to expand in some countries

High employee turnover.

### Opportunities:

Easy access to a new country and entry into new markets.

Possible acquisition of a competitor.

Membership in trade alliance .

Population of city growing annually

Vendors average six new products per year

Desire for web sites and applications up by customers yearly

### Threats:

Consumption style differentiations.

The saturation of the international market.

## BCG Matrix. Internal-External Matrix

Krispy Kreme Experience cannot be reduced to just a taking doughnuts. From the very beginning, Krispy Kreme sought to excel to celebrate the rich doughnuts heritage to promote a sense of cohesion and participation, making Krispy Kreme the favorite place for customers after home. With every fresh and hot doughnut we serve in our factory stores, we strive to revive this legacy and offer a unique experience to our customers.

The message Krispy Kreme is not just printed words, it is a philosophy by which we conduct our business every day. The brand aims to care about people, so each person has a special place of his own, Doughnut Theater style of factory stores where by customers can watch doughnuts being made is committed to providing its services in a way that takes into account the safety of the environment and cares for people, whether in terms of the way in which doughnuts is purchased, or through reducing the impact of its cultivation on the environment, leading to a sense of responsibility towards the communities in which we operate.

## The Decision Stage

### The QSPM

Key factors	Weight	Ratings	Total atractivenes	Strategy 1	Strategy 2	Weight	Ratings	Total atractivenes
<b>Internal factors</b>	<b>0.5</b>	2	1	offensive ocompetitive str	Defensive str	0.62	2	1.24
<b>Management</b>	<b>2</b>	1	2			0.5	1	0.5
<b>Marketing</b>	<b>1</b>	1	1			1	1	1
<b>Finance</b>	<b>1</b>	1	1			1	2	2
<b>Production</b>	<b>0.8</b>	1.5	1.2			1	2	2

Today, with more than 1,005 krispy kreme factory stores in North America, Latin America, Europe, the Middle East, North Africa and the Pacific Basin region, krispy kreme has become the leader in producing and selling the finest doughnuts around the world. In essence, KKD's strategy is hot fresh doughnuts, but the firm also sells its products in gas stations, grocery stores, and other retail outlets. About 50 percent of all KKD revenue is

derived from wholesale outlets, so the firm plans to work on ways to improve the freshness and quality of its doughnuts sold in various retail locations.

Everyone who approaches one of the branches is the most important reason for the success of KKD, and this matter is not limited to providing a good product and good service only, but the matter is more comprehensive than that.

Because any brand aspires to convert customers to the stage of Brand Loyalty, and this stage is not just a customer who appreciates the product because you can switch to another new competitor if it is of higher quality, but you turn into a lover of the brand and do not see other competitors if the goal is acquisition On the feelings and senses of the client

Our vision to be the global leader in the food industry, and to increase the long-term return for shareholders, through the brands we manage that our customers love and exceptional service.

This decision brings all of our many departments and brands together under one umbrella to serve our customers and provide them with the best possible experience.