

Millennial Situation Analysis

History

General Mills, Inc. is one of the largest producers of breakfast cereal in the United States with well-known brands such as Cheerios, Lucky Charms, Chex, Cocoa Puffs, Trix and Wheaties stocking store shelves everywhere. The company is also well known for producing some of the most popular brands in other food lines such as Gold Medal flour, Yoplait yogurt, Nature Valley granola bars and Bisquick and Betty Crocker baking mixes.

General Mills, Inc. was established in 1928, but the company itself dates back to 1866 when Cadwallader Washburn opened the first flour mill on the banks of the Mississippi River in Minneapolis, Minnesota. The company, originally named the Minneapolis Milling Company, competed with local miller C.A. Pillsbury until they joined forces to form the Minneapolis Millers Association in 1869. After both millers adopted improved flour milling methods, they were able to produce the best grade flour, making Minneapolis the flour milling center of the United States.

After dominating the flour market and finding success with their Betty Crocker baking brand, General Mills debuted Wheaties as their first ready-to-eat cereal in 1924. Wheaties was followed by Cheerioats, later Cheerios, in 1941 and then Trix in 1954, the first presweetened cereal to hit the market.¹ Lucky Charms debuted in 1963 after John Holahan, the company's vice president, made a prototype that combined Cheerios with his favorite candy- Circus Peanuts. After some adjustments, the cereal hit the market as the first ever marshmallow cereal with oat pieces in shapes of arrowheads, bells, fish, clovers and X's and marshmallows meant to represent magical charms each having their own special meaning or "powers," in shapes of pink hearts, orange stars, yellow moons and green clovers.

Lucky Charms original lineup of marshmallows – or marbits as they are called in the business – didn't change for over a decade, but the cereal itself did. When the product fell short of its sales expectations in 1967, the oat bits got a sugar glaze and sales quickly improved. Shortly after sugar-coated oats were introduced, the General Mills marketing department found that sales also improved if the composition of the marbits changed every few years and if the charms were more brightly colored. Throughout the years, new marbits in the shapes of blue diamonds, purple horseshoes and swirled whales were just a few of the ones added to keep the cereal new and exciting. More than 40 limited editions including Winter Lucky Charms, Olympic-themed Lucky Charms and charms featuring landmarks around the world were also created to meet consumer demands.²

Today, Lucky Charms consists of two flavors: chocolate and the original and features marshmallows in shapes of purple horseshoes, red balloons, rainbows, green clover hats, yellow pots of gold, blue moons, shooting stars and pink hearts- the only remaining original marbit. The cereal is made with whole grain oats, is gluten free and is slated to be made with no high fructose corn syrup or artificial colors and flavors by the end of 2017.³

For 150 years, the people at General Mills have focused their passion on making food that people love. Their pursuits: putting people first, building a creative culture, making food with passion, earning people's trust and treating the world with care. Today, breakfast cereal remains only

second to baking products as General Mills' largest market. The company's headquarters lie in Golden Valley, Minnesota and employs some 41,000 workers worldwide.⁴

Industry Trends

Shifting consumer trends and economic recovery have led to a decline in the demand for cereal over the past five years. This is largely due to the rising levels of disposable income following the recession. Consumers typically purchase cereal during poor economic times due to its relatively low cost, but as per capita disposable income rises, consumers can afford, and are more willing, to purchase more expensive breakfast options outside the home such as at fast food restaurants, coffee shops and cafes.⁵

Consumers are also expected to eat out for breakfast more often as rising employment levels lead to busier schedules, hindering demand for industry products. With both of these factors in mind and the expected growth of the Fast Food Industry as a threat, revenue for the cereal industry is predicted to increase only at a slow average annual rate of 0.8 percent in the next five years and to reach \$10.2 billion.

Rising input prices have also lead to fluctuations in product prices, influencing some people to choose cheaper breakfast options. In 2011, the price of wheat, the main ingredient in breakfast cereal, increased as a result of a Russian export ban. Other industry inputs such as coarse grain, sugar and corn experienced similar price increases largely due to supply shocks. Pressure for all-natural products free of artificial colors and flavors, such as General Mills plan to rid all of their breakfast cereals of high fructose corn syrup, artificial colors and flavors by the end of 2017, have also lead to increased development costs. This shift could possibly hinder profits over the next five years, though many companies believe profits will outweigh these production costs in the long run as the industry is predicted to grow.⁶

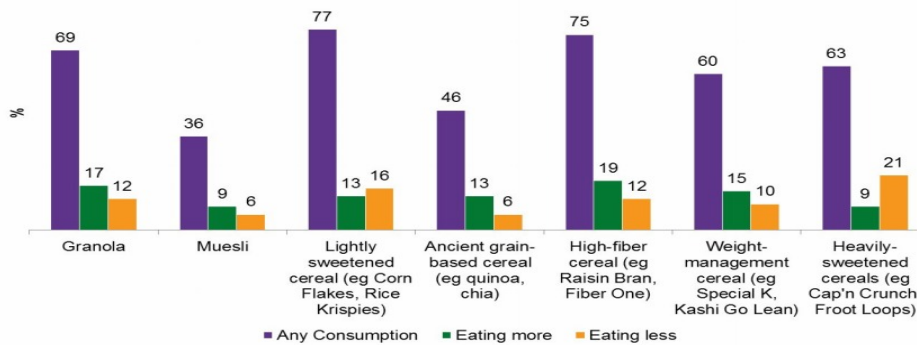
During the last five years, industry revenue has slowed due to the rise of convenient, on-the-go breakfast options. As cereal continues to adapt and change to meet the all-natural, convenient demand, however, the industry is expected to improve, but only at a slow pace.⁷ Classic cereal brands such as Cinnamon Toast Crunch, Cocoa Puffs, Honey Nut Cheerios and Lucky Charms are already seeing a boost in sales, possibly as a desire to indulge and as a result of moving to all natural ingredients, but also as a result of consumer interest in nostalgia. The comeback of classic, discontinued cereals such as French Toast Crunch, and vintage imagery on cereal packaging, such as General Mills' retro boxes and their campaign "enjoy cereal again," have assumedly affected sales growth in this area of the industry and are predicted to continue rising.⁸

Competitive Analysis

The breakfast cereal industry has a large level of market share concentration, with the top four players predicted to be responsible for the overwhelming majority of industry revenue in 2016. At the top of the list is General Mills Inc. accounting for 28 percent of the market share. Followed closely behind General Mills and perhaps the company's biggest competitor is the Kellogg Company accounting for 27.3 percent. Post Holding Inc. is next with 20.9 percent and

PepsiCo Inc. rounds out the top four players with 6.9 percent, producing cereals such as Cap'n Crunch and Quaker Oats.⁹

Among the cereals themselves, lightly sweetened brands such as Kellogg's Corn Flakes and Rice Krispies are seeing the most consumption with 77 percent of cereal consumers eating it, though 16 percent of cereal consumers are eating less of it. Heavily sweetened cereals such as Kellogg's Fruit Loops and PepsiCo's Cap'n Crunch are also seeing less consumption with 63 percent of cereal consumers eating it and 21 percent of cereal consumers eating less of it. High-fiber cereal has 75 percent of consumers eating it and 19 percent of consumers eating more of it while granola has 69 percent and 17 percent, respectively.¹⁰



General Mills' Honey Nut Cheerios and Kellogg's Frosted Flakes are among Lucky Charms' top competitors. These cereals are comparable in tastes and branding as all three serve the same target market of appealing mainly to kids because of their sweet flavors and recognizable mascots.¹¹

Honey Nut Cheerios is just one of the 13 flavors of Cheerios on the market today. Made with whole grain oats and recently becoming gluten free, this lightly sweetened cereal is heavily marketed as part of a heart-healthy eating plan that helps lower cholesterol and provides 12 essential vitamins and minerals. Their mascot, Buzz the Bee, and slogan "must be the honey" serve as major identifying factors for the brand, appealing highly to kids while the heart-healthy benefits and whole grain oats appeal to mothers buying the cereal for their families.¹²

Frosted Flakes, a sweetened corn-flake cereal, is available in three different varieties and provides 10 percent of your daily values of vitamins A and C, according to its nutrition label. Since the beginning, this cereal has been strongly marketed as providing fuel for playing sports and encourages kids to get outside and be active. Tony the Tiger, the cereal's mascot, encourages kids to train and play hard by "earning their stripes" and serves almost as a father-figure or coach, appealing to both kids and their dads who often serve as coaches for their kids' sports teams.¹³

Another top competitor to the breakfast industry is convenient breakfast options such as the fast food breakfast sandwich or frozen breakfast foods. As people's lives are getting busier and becoming more fast-paced, people are making less time to sit down and enjoy a bowl of cereal and instead opting for a more convenient, on-the-go option.

Since 2010, fast food restaurants have seen business growth during the morning hours. As Americans have cut back on going out for lunch and dinner, new research shows that restaurant visits for breakfast are growing. This is largely due to the variety of needs that restaurant meals serve such as helping people jump start their day, satisfying convenience, providing less costly options than other meals and being readily available to the consumer. Breakfast sandwiches from fast food restaurants have recently taken off and are predicted to continue to rise as they provide people with an easy, cheap, on-the-go, filling meal to start off the day.¹⁴

Frozen breakfast foods such as Eggo toaster waffles or Jimmy Dean breakfast entrees and sandwiches are also becoming more popular food options for breakfast among busy US adults with 80 percent reporting having eaten at least one type of frozen breakfast food. The portability and convenience of eating these items at work or on the go make them an appealing and suitable breakfast option over those that take more time to enjoy, such as a bowl of cereal. These items are also often viewed as being a heartier and more filling breakfast option despite their increased amount of calories and fat and as providing more bang for the buck, appealing more so to adults that are looking to get more from their breakfast.¹⁵

Product	serving size	calories per serving	total fat per serving	Sugar per serving	gluten free?	contains whole grain?	contains artificial colors or flavors?	company	price*
Lucky Charms	30 g	110	1 g	10 g	yes	yes	no	General Mills	\$4.15
Honey Nut Cheerios	30 g	110	1.3 g	9 g	yes	yes	no	General Mills	\$4.95
Frosted Flakes	30 g	110	0.5 g	10 g	no	no	yes	Kellogg's	\$4.15
Sausage, Egg and Cheese Biscuit Sandwich	127.5 g	380	26 g	2 g	no	no	yes	Bob Evans	\$3.79
Eggo Homestyle Waffles	70 g	190	7 g	2 g	no	no	yes	Kellogg's	\$2.79
Egg McMuffin from McDonalds	134 g	300	12 g	2 g	no	no	yes	McDonalds	\$2.79**

*prices from Fresh Market 2/29/16

**price from McDonalds 2/29/16

Consumer Analysis

Our agency used 2013 Simmons OneView data to learn more about consumer psychographic and demographic patterns for Lucky Charms and general breakfast cereal consumers.

First focusing on the breakfast cereal industry overall, households that have at least one child are more likely to have eaten cereal in the last seven days than not and are more likely to have eaten it than households with no kids. This can be largely attributed to the large market of advertising breakfast cereals towards kids and families, making cereal time family or fun time. The

industry's other targets include those with lower levels of education such as only completing high school or attending some college and those with a household income of \$60,000 or more.

Looking at Lucky Charms consumers specifically, people in the south are more likely to eat Lucky Charms than any other geographic region in the United States. Of Lucky Charms consumers, 60.8 percent are a parent or guardian and those living with one or more children are 70 percent more likely to eat Lucky Charms than the average person. Those between the ages of 18-54 are Lucky Charms' top consumers with 35-44 year olds being the age range with the most consumption at 18.3 percent. This is largely due to the fact that is the age range where people become parents and have children living in their household, but can also be attributed to General Mills' recent marketing strategy of targeting adults in trying to bring feelings of nostalgia.

Lucky Charms for most of its 50+ year history has targeted kids with their colorful comic book and playful TV advertisements. Recently, however, the cereal and General Mills in general is making a bigger push for targeting adults that grew up with Lucky the Leprechaun and are in search of some nostalgia. Since the implementation of the campaign, adult consumers of Lucky Charms has risen to 45 percent, according to the brand's marketing manager, and Lucky Charms is now the seventh-largest cold cereal brand with sales up 5.64 percent in just a year.¹⁶

Primary Target Markets

Lucky Charms primary target is shifting from kids to adults as people that grew up eating these sugary cereals are starting to grow older. Recently, Lucky Charms has connected with more adults by providing them with nostalgia from their childhood. This market also largely includes families looking for time to spend together while eating a nutritional breakfast.

Brand Analysis

When people hear "Lucky Charms," they think of the mascot Lucky the Leprechaun and that "they're magically delicious," which is the slogan for the brand. But most of all, people think of the marshmallows, which Lucky Charms has capitalized on. They are emphasized in creative marshmallow artwork on the Lucky Charms social media accounts, including its Twitter, Facebook, Instagram and Tumblr.

People generally think of Lucky Charms as the sugary cereal that they ate as a child. This is a different perception than some of their competitors, like Honey Nut Cheerios, which is also owned by General Mills. People generally think of Honey Nut Cheerios as being heart-healthy because they're advertised with the ability to lower cholesterol. Also it's usually regarded that any age group, from babies to adults, can eat Cheerios, but it's generally perceived that only children eat Lucky Charms. However, the brand is thought of in a similar way to Frosted Flakes, which is owned by General Mills' main competitor, Kellogg's. People generally think of Frosted Flakes as being a sugary cereal with an animated mascot and a catchy slogan that appeals to young kids, which is almost identical to the perception of Lucky Charms.

Lucky Charms is trying to reposition themselves as more health-friendly. Lucky Charms boxes now advertise the cereal as having whole grain oats as the first ingredient, no high fructose corn syrup, and only 10 grams of sugar per serving. As of this year, Lucky Charms are now gluten

free as well.¹⁸ General Mills also plans to remove all artificial colors and flavors from their cereals by 2017.

Lucky Charms is also trying to appeal to a wider age demographic, not just children. They are currently advertising with vintage-designed boxes as part of the “Throwback Cereal Collection” to remind people of the Lucky Charms they fell in love with as a child.¹⁹ General Mills also has a new advertising campaign with the slogan “Love Cereal Again” in response to people recently opting to choose other breakfast options like yogurt and oatmeal. They want people to enjoy eating cereal again, and specifically General Mills cereals like Lucky Charms.

Media Usage Analysis

In today’s digital society, naturally mainstreaming advertising mechanisms and messages are shifting from print to screen. Television has been the dominant media channel in United States households for decades, and our client, Lucky Charms, is no exception to this. According to Nielsen, an estimated 116.3 million homes in the US have at least one television, and 83 percent of those homes pay for cable television. Additionally, near 25 years after the Internet was introduced, the Census Bureau estimates 84 percent of U.S. households own a computer, with 73 percent having a broadband connection to the Internet.²⁰ Furthering this “going online” notion of traditional media, two-thirds of Americans have a smartphone, and 20 percent of smartphone owners rely on a smartphone in order to access Internet/online capabilities.

Our agency used 2013 Simmons OneView data in order to collect information about Lucky Charms consumers and their primary media diets, compared to popular competitors, such as Kellogg’s Frosted Flakes and General Mills’ Honey Nut Cheerios. All three cereal brands’ consumers are watching television in the millions. Honey Nut Cheerios consumers lead in cable TV viewing, with 26,641,400. Next is Kellogg’s Frosted Flakes, with 19,615,500, and finally Lucky Charms with 13,845,500.²¹ Of these three cereals, Lucky Charms had the smallest sample size, but in some media areas had the largest percentages and majorities.

According to the Simmons data, of those who have eaten Lucky Charms in the past 7 days, 22.6 percent are watching high volumes of cable television, significantly more than the rest of the population (6 percent). Of cable television Lucky Charms consumers, 14.1 percent are watching cable television either early in the day or late at night and 17.8 percent are watching television during primetime hours.

Considering the increased online usage (and online advertisements) in U.S. households, we also assessed Internet home use among the three breakfast cereals via Simmons. Compared to the rest of the population, Lucky Charms consumers are using the Internet at home the most (as well as compared to Frosted Flakes and Honey Nut Cheerios). Of Lucky Charms consumers, 18.7 percent are active Internet users, while only 16.3 percent of Honey Nut Cheerios’ consumers and 13.4 percent of Frosted Flakes consumers are. Lastly, we assessed magazine volume of the three cereals. Lucky Charms had the lowest index for magazines compared to the overall population and the competitors, thus had the lowest overall percentage (18 percent).

Based on where Lucky Charms consumers are, the company has utilized advertising strategies to reach their audience. Lucky Charms should purchase media for national and spot TV ads, aired on network cable during early daytime, prime and late night. A recent successful ad campaign

was a national ad that targeted beyond children, their primary audience, and instead old consumers. The television spot showed a woman rediscovering Lucky Charm's at her work office, transporting to Lucky the Leprechaun's magical forest, reminding her how good her favorite childhood breakfast cereal tastes. Their sales went up 5.64 percent after the commercial ran, and thus began an expansion of the brand's target.²²

Lucky Charms latest campaign efforts reflect on the increasing Internet usage in US households and interactive approaches to advertising. Lucky Charms is present on social media, with active Facebook, Twitter and Instagram accounts. After turning 50 years old in 2014, the brand launched the #LuckyToBe campaign last year, urging cereal-lovers of any age to share the reasons why they're lucky in life. The campaign is intended to celebrate diversity of their audience twchich has evolved over the past 50 years. This ad campaign relies on consumer participation, and reflects how brands try to connect with their audience via several media channels.²³

Creative Category Analysis

Advertising History

Making its big debut in 1963, Lucky Charms cereal started out its advertising drawing attention to its unique "marshmallow bits in lucky shapes" mixed in with toasted oat cereal. According to General Mills, the cereal rolled out with "one of the most expensive advertising roll-outs to that date featuring full color ads in Sunday comics and comic books plus animated ads featuring the charmin' leprechaun," a principle role that still exists in their advertising today.²⁴

As it appears, Lucky Charms' current tagline "they're magically delicious!" wasn't always utilized. In the 1966 Lucky Charms debut commercial, Lucky the Leprechaun is in appearance, as usual. "It is luck to catch a leprechaun," he says, escaping from some kids reach, "but of course, nobody can." He goes on to explain the product with the tagline: "It's a charming cereal. Simply charming."²⁵ However, in later advertisements, renditions of the phrase "they're always after me Lucky Charms" and the phrase "magically delicious" seem to be a common thread. Likewise, all of the advertising is animation and features fictional characters/lands, and most commercials share a common story line of Lucky protecting his sacred Lucky Charms box.

Additionally, in response to marketing insights after the cereal first launched, Lucky Charms decided to create new marbits every so often that would phase in and out. Along with that, they marketed the latest marbits changes on boxes and in commercials, but kept taglines and character storylines cohesive.

Current Advertising

Lucky Charms has kept the general feeling and look of their brand pretty consistent since their debut in 1936, but have continued to have special promotions and contests using social media and modern technology to keep their brand loyalty up and increase their brand awareness. General Mills is currently a client of McCann Erickson, an international advertising agency network.

One of Lucky Charms' recent promotions is to "win a box of marshmallow-only Lucky Charms." The #1 most Instagrammed cereal in the world, Lucky Charms, seems to have the

world enamored with its colorful marshmallows. As a response to countless phone calls, emails, tweets, Instagram and Facebook posts begging for a “marshmallow-only” box of a Lucky Charms, General Mills created a sweepstakes where the prize was just that and gave away 10 boxes of marshmallow-only Lucky Charms. To win, a consumer simply had to post a picture of themselves holding an imaginary box of Lucky Charms and share it on Facebook, Twitter or Instagram with the hashtag #Lucky10Sweepstakes.²⁶ While the majority of fans were excited about the promotion, some are still disappointed that the product is not available to the public.

A second promotion Lucky Charms has done is partnering with the app Blippar. The cereal box was designed so that when consumers use the Blippar app and hold it up to the box, it is brought to life on the screen and a series of mobile games are available for play. This provided consumer engagement with the product packaging by utilizing technology.

Public Opinion and Stakeholder Analysis

Public Opinion

General Mills created a campaign that capitalized on users’ digital involvement with the brand. The #LuckyToBe campaign encouraged Lucky Charms users to share what makes them unique and special (like the marshmallows do for the brand) by posting a video on social media.²⁷ After two years of the campaign (and millions of Tumblr posts, Facebook likes and tweets), Lucky Charms representative Amanda Hill said they were ready to incorporate their fans directly. Social media activity - including use of the hashtag #LuckyToBe - suggests that Lucky Charms fans enjoy interacting directly with the brand.

While many Lucky Charms buyers are fans because of those colorful marshmallows, others worry that the product is too unhealthy for themselves and their families. While the brand emphasises its 12 essential vitamins and minerals and its calcium content,²⁸ consumers are still concerned about the sugar content, as well as artificial ingredients.

General Mills representative Kevin Hunt said that the company is “always listening to consumers about how they can improve their cereals,” so the company announced on June 22, 2015 that they would be committed to removing artificial colors and flavors from all of their cereals.²⁹ Jim Murphy, the president of the General Mills Cereal Division, said that their customers are looking for simpler foods, and using natural flavors and colors is one way to accommodate that. While Lucky Charms will be one of the last product lines to make the switch because of the complexity of finding another coloring source for the marshmallows, consumers were largely thrilled with the announcement. Especially excited about the change were the parents of children with food dye allergies. Consumers also seemed pleasantly surprised that General Mills staff actually responded to their questions about the announcement on the company’s blog.³⁰

Another General Mills announcement soothed some health concerns about the cereal. On July 1, 2015, Kevin Hunt announced that Lucky Charms was switching to using oat flour, making the cereal gluten-free.³¹ The announcement had consumers with gluten-intolerance, as well as those who choose a flourless lifestyle for other health reasons, ecstatic. Consumers complimented, “Kudos!,” “You guys are the best!,” and gave personal stories about their connection to the brand and how making it gluten-free will strengthen that connection.³²

Stakeholder Analysis

1. General Mills Shareholders:

General Mills continues to sell stocks publicly for the 87th year, and 117 years of dividends, with 1124 institutions holding shares. Shareholders who choose to invest in General Mills rely on the company to profit in order to see a benefit from the stocks they chose to invest in. As one of General Mills' most well known brands, the sales performance of Lucky Charms has a direct impact on the success of shareholders and stock ratings. If General Mills is underperforming, shareholders may choose to sell their shares which would negatively affect the company and other shareholders as a whole.

2. General Mills Corporation and Board of Directors:

The General Mills Board of Directors and top leadership has a particularly important stake in the company, as they commit the majority of their life's time and efforts holding the roles of leadership in the company. Not only do they invest their time and energy into the company, CEO Kendall Powell is the largest major direct shareholder, with 531,946 shares, and Donal Mulligan, Executive Vice President and Chief Financial Officer holding the fifth most shares.^{33 34}

3. General Mills Current and Future Employees:

General Mills employs over 42,000 employees throughout the world, as it is multinational corporation.³⁵ According to the General Mills website, the company offers employees "competitive salaries, annual bonuses and customary benefits" to attract and maintain its workers. General Mills has recently announced some steep layoffs, as Golden Valley is said to eliminate up to 750 workers by the end of May 2017, according to a Securities and Exchange filing.³⁶ If General Mills and Lucky Charms were to underperform in sales it could result in more employees losing bonuses, special benefits or even their jobs. Not only does this negatively affect the existing employees, but could prevent potential employees from seeking employment with General Mills.

4. Box Tops for Education Schools:

General Mills launched "Box Tops for Education" in 1996 on its cereal boxes, including Lucky Charms as a method to give back to schools throughout the United States. For each box top collected, General Mills donates ten cents to the school in order to purchase whatever items they need for the school.³⁷ Box Tops for Education is one of the largest school earning loyalty programs in the country, donating to over 400 million dollars to 30,000 schools. If General Mills' sales were to decline, the schools that used to receive donations from the Box Tops programs could not receive the additional support they need from the corporation.³⁸

5. Whole Grain Oat and Ingredient Manufacturers:

Due to nutrition considerations and a call for gluten-free products, Lucky Charms is comprised primarily of whole grain oats.³⁹ With massive supplies of whole grain oats needed for the

manufacturing of the cereal, manufacturers of these substances rely on the productive sales of Lucky Charms and other General Mills cereal to support their own companies. A decline in the sales of Lucky Charms could also have negative effects on the manufacturers supplying the goods to make Lucky Charms.

SWOT Analysis

Strengths

- Strong presence on social media
- Marshmallows in cereal still in high demand
- Is now gluten free and made with whole grain oats (becoming more nutritious)

Weaknesses

- Not largely considered a typical “healthy breakfast” because of high sugar content and general perception of the cereal
- Still largely marketed towards children
- New, paler-colored marshmallows being different from what consumers recognize

Opportunities

- New product launches (new marshmallow shapes, special editions, etc.)
- Removing all artificial flavors and colors from their cereals (currently 75%)
- New marketing towards adults (and their nostalgia feeling surrounding eating cereal)

Threats

- Intense competition within cold cereal industry and breakfast industry
- Shrinking cold cereal industry
- Rising convenience-food breakfast industry

Key Issues and Implications

1. With General Mills’ goal of making all of their cereals more nutritious and free of artificial colors and flavors and high fructose corn syrup by the end of 2017, both Lucky Charms and General Mills in general need to include that in their advertising, especially to parents that are buying the cereal for their children and are worried about nutrition.
2. With the cereal being traditionally marketed towards children, both General Mills and Lucky Charms should make more of an effort to and continue to target adults for both ethical and consumer-related reasons as adults are largely the ones purchasing products for themselves and their families. Their vintage-designed boxes and nostalgia-based campaign was extremely successful in increasing sales, so General Mills needs to continue capitalizing on the adult market if they want sales to increase even more.
3. With a shrinking cold cereal market and intense competition within the industry, Lucky Charms needs to find a way to stand out amongst the competition, such as continuing to use their marshmallows in social media campaigns and in their advertising to their advantage as that is the cereal’s most unique selling point that people love.

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