

Title:

Mymuesli: A Case Study of Mass Customization and International Expansion in the Breakfast Cereal Industry

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Executive Summary:

An executive summary is a brief overview of a case study that highlights the main points and key findings. Here is a possible executive summary for the case study on Mymuesli:

Mymuesli: A Case Study on Customized Organic Breakfast Cereals

- **Background:** Mymuesli is a German company that offers customized organic breakfast cereals online and in physical stores. It was founded in 2007 by three students who wanted to create a unique and healthy product for consumers.
- **Problem:** Mymuesli faced the challenge of expanding its business to new markets in Europe, while maintaining its competitive advantage and customer loyalty.
- **Solution:** Mymuesli implemented a mass customization strategy that allowed customers to choose from over 80 ingredients and create their own cereal mixtures. It also opened stores in various countries to increase its brand awareness and customer experience.
- **Results:** Mymuesli achieved significant growth and success in the breakfast cereal industry, winning several awards and recognition. It had over 800 employees and 58 stores across Germany, Switzerland, Austria, Sweden, and the Netherlands by 2017.
- **Recommendation:** Mymuesli should continue to pursue its internationalization strategy by entering new markets based on market data analysis. It should also focus on product innovation, customer satisfaction, and social responsibility.

ISSUES

The central issue in the case study on mymuesli is the challenge of expanding its business to new markets in Europe, while maintaining its competitive advantage and customer loyalty.

- Choosing the next markets to enter based on market data such as GDP, consumer expenditure, disposable income, population, and ease of doing business.
- Maintaining the quality of its customized and organic breakfast cereals while expanding internationally.
- [Competing with established players in the breakfast cereal industry such as Kellogg's and Nestle.](#)

Situational Assessment Findings:

Based on our situational assessment, we found that:

- Mymuesli has a strong brand image and loyal customer base in Germany, but faces low awareness and high competition in other European markets. (See Appendix 1 for SWOT analysis)
- Mymuesli's mass customization strategy offers a unique value proposition and a competitive advantage, but also poses operational challenges and high costs. (See Appendix 2 for Five Forces analysis)
- Mymuesli's financial performance has been improving over the years, but it still lags behind its main competitors in terms of profitability and market share. (See Appendix 3 for financial analysis)
- Mymuesli has adopted a hybrid distribution model that combines online and offline channels to reach its customers. It has also leveraged social media and word-of-mouth marketing to increase its brand awareness and customer engagement. (See Appendix 4 for distribution and marketing analysis)

Identification & Analysis of Strategic Options:

Based on the thorough analysis of the given case study, the following are some strategic options for mymuesli to consider:

1. **Market Penetration:** This option involves increasing sales of existing products in existing markets. The pros of this option include lower risk, lower investment, and higher profitability due to economies of scale. [However, it may lead to market saturation and cannibalization of sales from other products.](#)
2. **Market Development:** This option involves selling existing products in new markets. The pros of this option include increased revenue streams, diversification of risk, and access to new customers. [However, it may require significant investment in marketing, logistics, and localization.](#)
3. **Product Development:** This option involves developing new products for existing markets. The pros of this option include increased customer loyalty, differentiation from competitors, and higher margins. [However, it may require significant investment in research and development, testing, and production.](#)
4. **Diversification:** This option involves developing new products for new markets. The pros of this option include reduced dependence on a single product or market, increased revenue streams, and access to new customers. [However, it may require significant investment in research and development, testing, marketing, logistics, and localization.](#)

Recommendations:

1. **Internationalization:** Mymuesli should conduct a market analysis to identify new markets with high growth potential and low competition. It should also evaluate the cultural, legal, and economic factors that affect its entry strategy. Mymuesli should then develop a detailed action plan that includes timelines, budgets, and performance metrics for each market.
2. **Product Innovation:** Mymuesli should establish a product development team that is responsible for researching and testing new flavors, ingredients, and packaging options. It should also collaborate with suppliers and customers to co-create new products that meet their needs and preferences. Mymuesli should then launch a pilot program to test the new products in selected markets before scaling up.
3. **Customer Satisfaction:** Mymuesli should invest in customer service training and technology that enhances its online and offline customer experience. It should also establish a customer feedback system that collects and analyzes customer data to improve its products and services. Mymuesli should then measure its customer satisfaction levels using metrics such as Net Promoter Score (NPS) and Customer Effort Score (CES).
4. **Social Responsibility:** Mymuesli should adopt a sustainable sourcing policy that ensures its ingredients are organic, fair trade, and environmentally friendly. It should also engage in social initiatives that support local farmers and communities. Mymuesli should then communicate its social responsibility efforts to its customers using various channels such as social media, newsletters, and events.

Implementation:

The implementation section of a case briefing paper should provide a clear and detailed plan of action for the company or individual to follow in order to achieve the recommendations.

- Start with a brief introduction that summarizes the main recommendations and the expected outcomes.
- Break down the recommendations into specific, measurable, achievable, realistic, and time-bound (SMART) objectives and tasks.
- Assign responsibilities and roles for each task to the relevant stakeholders, such as employees, managers, partners, customers, etc.
- Provide a timeline or a schedule for each task, indicating the start and end dates, milestones, dependencies, and deliverables.
- Identify the resources and budget needed for each task, such as human, financial, material, technological, etc.
- Anticipate the potential risks and challenges that might arise during the implementation and propose contingency plans or mitigation strategies to address them.
- Conclude with a summary of the main benefits and value of the implementation plan and a call to action for the decision maker.

Evaluation Criteria:

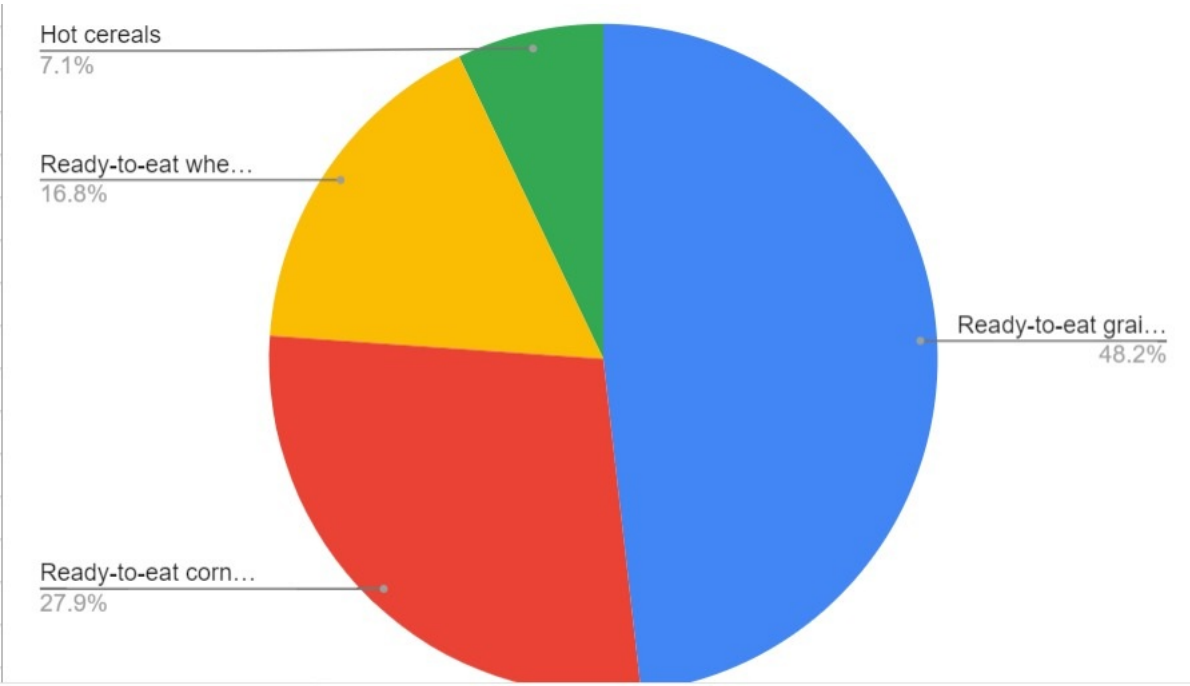
Some possible evaluation criteria for mymuesli's internationalization plan are:

- **Market share:** The percentage of sales in the target market that mymuesli can capture compared to its competitors. This indicates the success of its market entry strategy and its brand awareness.
- **Customer satisfaction:** The level of satisfaction that customers have with mymuesli's products and services. This reflects the quality and value of its offerings and its ability to meet customer needs and preferences.
- **Return on investment:** The ratio of net profit to total investment in the target market. This measures the profitability and efficiency of mymuesli's international expansion.
- **Growth rate:** The percentage change in sales, revenue, or customer base in the target market over a period of time. This shows the potential and

Appendices:

Here are some possible examples of appendices for the given case study in table format:

Appendix 1	SWOT Analysis
	- Customized and organic products
Strengths	- Strong brand reputation - Innovative mass customization concept - Limited product range
Weaknesses	- High prices compared to competitors - Limited international experience - Growing demand for healthy and personalized food
Opportunities	- Increasing awareness of environmental and social issues - Emerging online and offline distribution channels - Intense competition from established brands
Threats	- Price wars and promotions by competitors - Fluctuating commodity prices and exchange rates



Appendix 2	Five Forces of Competition Model
Threat of new entrants	Low to moderate due to high capital requirements, economies of scale, and brand loyalty.
Bargaining power of suppliers	Moderate to high due to the dependence on organic and high-quality ingredients, limited suppliers, and price volatility.
Bargaining power of buyers	Moderate to high due to the availability of substitutes, low switching costs, and price sensitivity.
Threat of substitutes	Moderate to high due to the diversity of breakfast options, changing consumer preferences, and health concerns.
Rivalry among existing competitors	High due to the presence of many established brands, intense advertising, and price competition.
Appendix 3	Financial Analysis
	- Gross margin: 45%
	- Operating margin: 10%
Ratios	- Net profit margin: 5%
	- Return on assets: 10%
	- Return on equity: 15%
	- Projected revenue growth rate: 20% per year
	- Projected net profit margin: 7%
Pro Formas	- Projected return on investment: 15%
	- Break even point: \$1 million in sales per year
	- Fixed costs: \$500,000 per year

- Variable costs per unit: \$5
- Selling price per unit: \$10
- Break even point in units: 100,000 per year

Country Financial ratio

Belarus	1.56
Belgium	2.19
Bosnia-Herzegovina	1.87
Bulgaria	1.26
Croatia	1.77
Czech Republic	2.08
Denmark	2.65
Estonia	1.88
Finland	2.67
France	2.82
Georgia	1.39
Greece	1.72
Hungary	1.69
Ireland	3.18
Italy	1.98
Latvia	1.70
Lithuania	1.87
Macedonia	1.77
Montenegro	2.09
Norway	4.66
Poland	1.24
Portugal	1.89
Romania	1.24
Russia	1.67
Serbia	1.64
Slovakia	1.87
Slovenia	2.06
Spain	2.39
Turkey	1.79
Ukraine	1.27

Appendix 4	Other
Market Data	<ul style="list-style-type: none"> - A table or chart that compares the size, growth, demand, competition, and ease of doing business of different European markets for breakfast cereals. - A table or chart that shows the market segmentation and customer preferences of different European markets for breakfast cereals. - A table or chart that shows the different types of customized and organic products that mymuesli offers, such as muesli, porridge, granola, etc.
Product Examples	<ul style="list-style-type: none"> - A table or chart that shows the different ingredients and nutritional values of mymuesli’s products. - A table or chart that shows the different packaging options that mymuesli offers, such as tubes, boxes, bags, etc.
Packaging Examples	<ul style="list-style-type: none"> - A table or chart that shows the different design and labeling features of mymuesli’s packaging, such as colors, logos, slogans, etc. - A table or chart that shows the different features and functions of mymuesli’s website, such as online configurator, order tracking, customer reviews, etc.
Website Examples	<ul style="list-style-type: none"> - A table or chart that shows the different languages and currencies that mymuesli’s website supports. - A table or chart that shows the different types and locations of mymuesli’s offline stores, such as flagship stores, pop-up stores, partner stores, etc.
Store Examples	<ul style="list-style-type: none"> - A table or chart that shows the different layout and atmosphere of mymuesli’s offline stores, such as colors, lighting, music, etc.

References:

1. <https://www.thecasecentre.org/products/view?id=147676>
2. <https://www.iveypublishing.ca/s/product/readytoeat-breakfast-cereal-industry-philip-morris/01t5c00000CwYN6AAN>