



# OPTIMIZING A PROTEIN PRODUCT: A CONJOINT-BASED MARKET ANALYSIS

# OUR TEAM



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**“ QUALITY IN A SERVICE OR PRODUCT IS NOT  
WHAT YOU PUT INTO IT. IT IS WHAT THE  
CUSTOMER GETS OUT OF IT.**

**PETER DRUCKER**  
**CONSULTING LEADER**



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## BUSINESS PROBLEM

### RED BUTTON SPECIALTIES

Red Button already has a large ice cream product line with more than 20 flavors.

They also produce many other confectioneries, including cookie dough, candy, and popcorn.

### COMPANY VALUES

- Using natural and fresh ingredients
- Serving the local community
- Providing traditional and unique flavor varieties



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### CORE BUSINESS PROBLEM

Which new product(s), at what price and feature combination, will most effectively attract college students and grow market share without cannibalizing our existing offerings?

### STRATEGIC CHALLENGES

- Understanding student preferences
- Designing the right product configuration
- Optimizing pricing strategy
- Maximizing market share



## EXECUTIVE SUMMARY

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We recommend greenlighting an ice cream product line expansion to include protein products, starting with a Cookies & Cream Protein Ice Cream; and we predict this line will have a decreased operating expense from 35% to 25%, with an increase of \$3.63 in carton-level profit.

This would result in a \$363K profit increase per 100K units.



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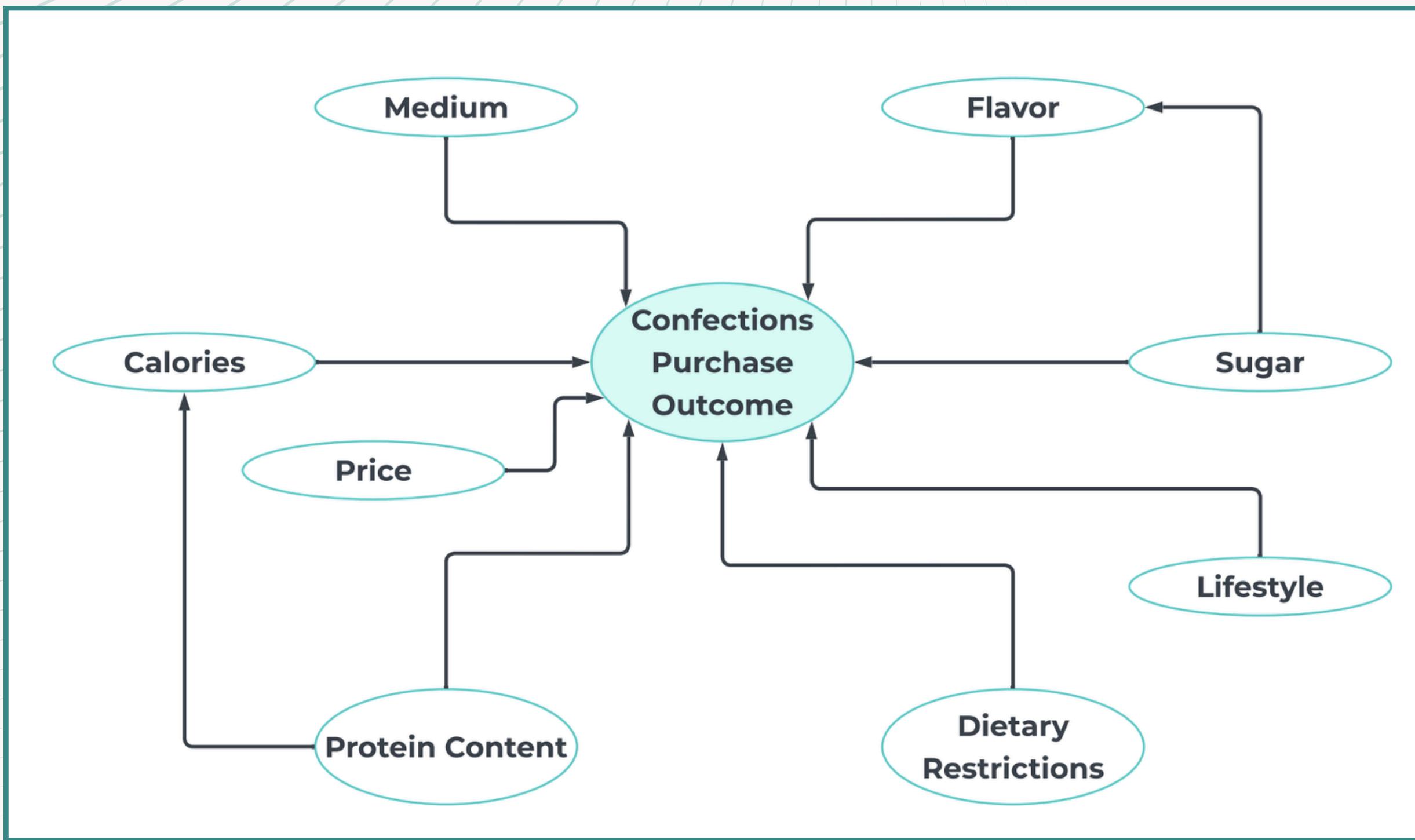
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## CAUSAL DIAGRAM WITH DAGITTY TO SPECIFY RELEVANT ATTRIBUTES



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# CREATING A CONJOINT SURVEY BASED ON OUR DAG

	Level 1	Level 2	Level 3	Level 4	Level 5
Type of Product	Cookies	Brownies	Cakes	Ice Cream	Bars
Flavor	Chocolate	Vanilla	Cookies & Cream	Peanut Butter	
Calories*	100 calories	200 calories	300 calories	400 calories	500 calories
Sugar Content*	0 g	5 g	10 g	15 g	
Protein Content*	0 g	5 g	10 g	15 g	
Price of Product**	\$10	\$15	\$20	\$25	

\*NUTRITIONAL INFORMATION WAS LABELED PER SERVING SIZE

\*\*PRICE OF PRODUCT WAS LABELED PER 12 SERVINGS OF PRODUCT



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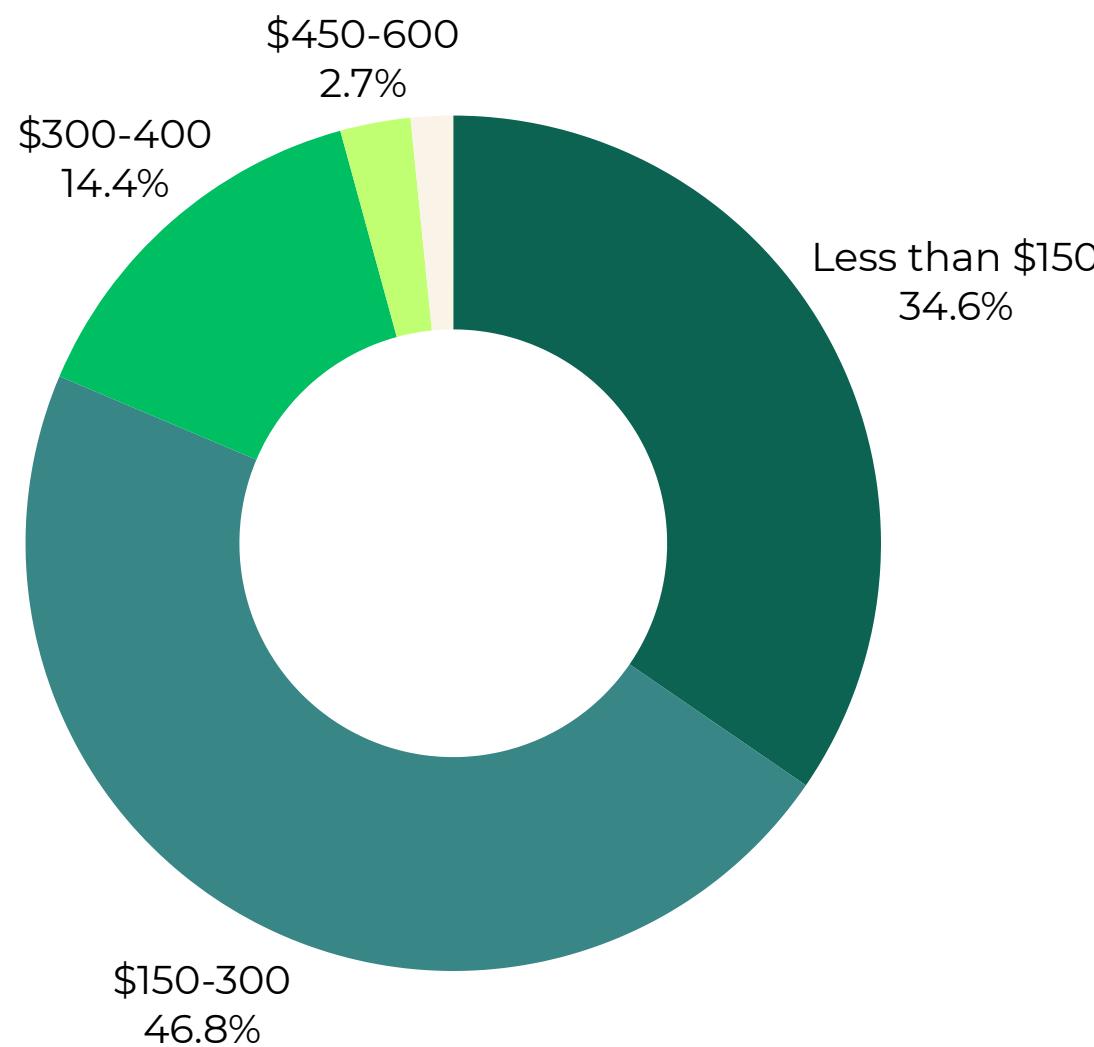
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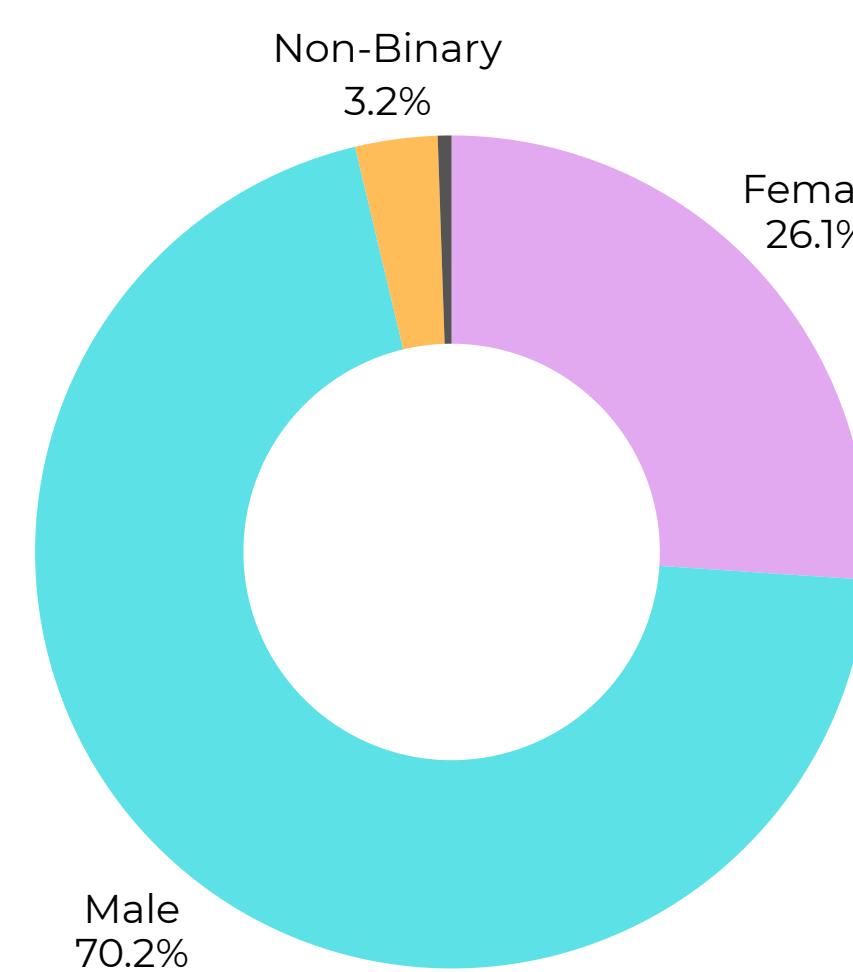
## DEMOGRAPHIC DATA

We achieved a sample size of 188 (2,632 data points from 14 conjoint tasks):

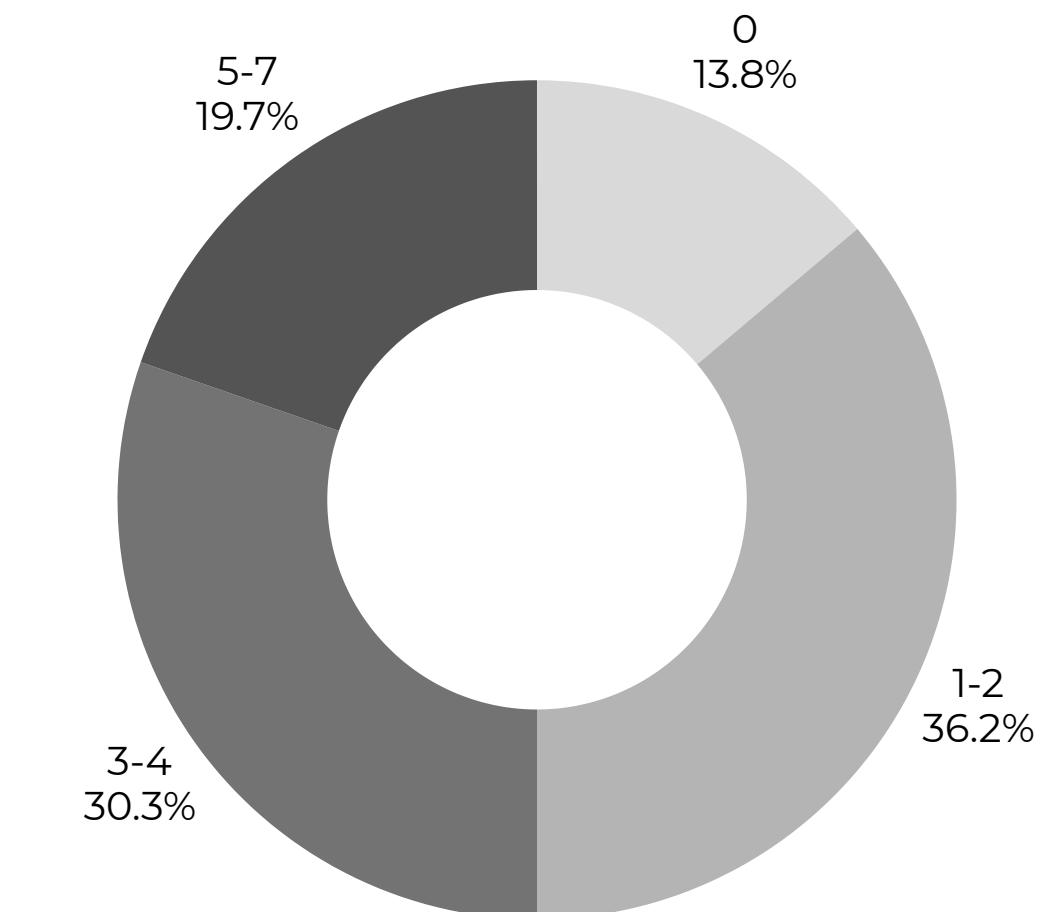
**MONTHLY GROCERY SPEND**



**GENDER**



**EXERCISE DAYS PER WEEK**



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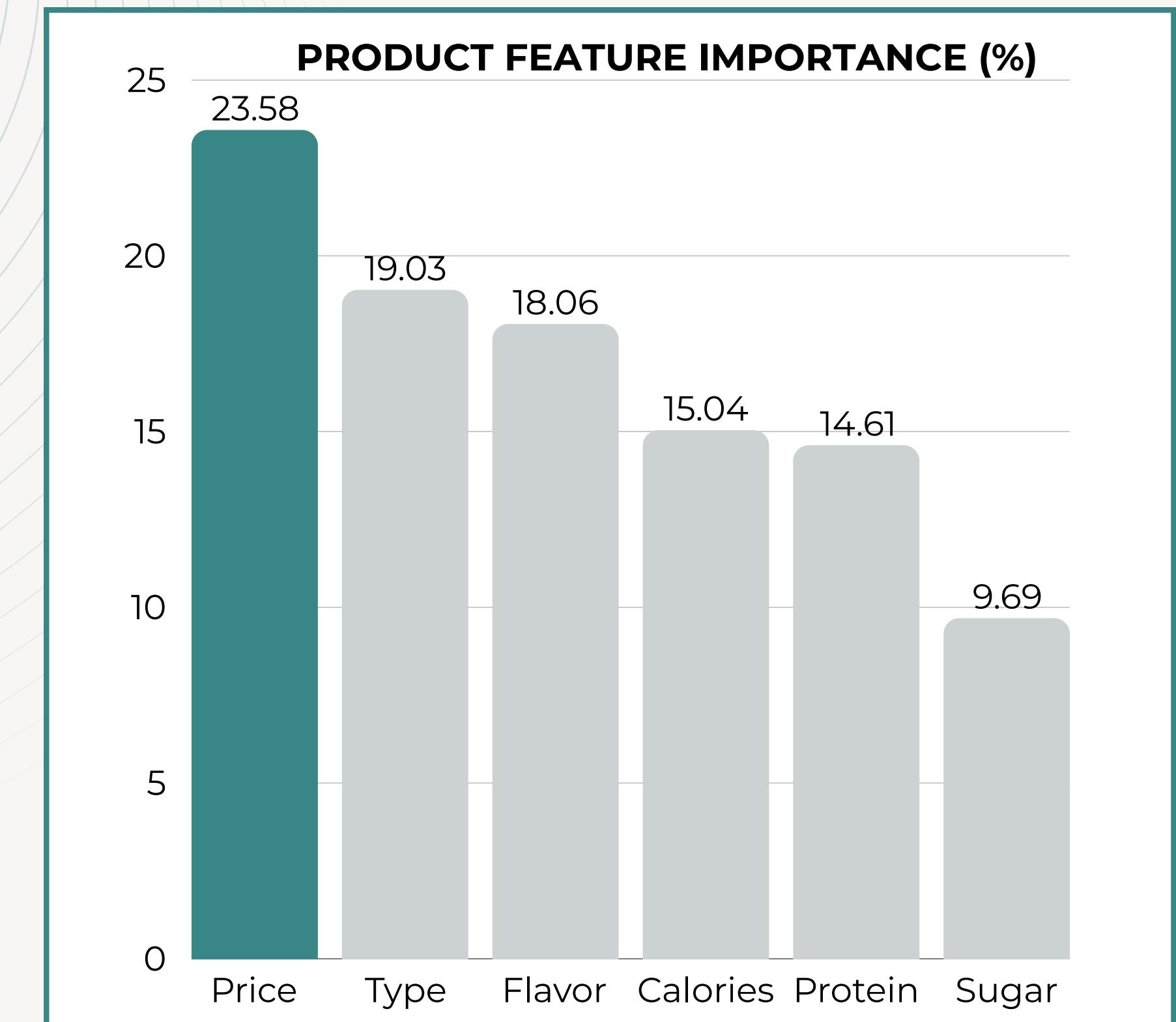
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## WHAT THE DATA TELLS US

- Price will always be the most important factor, but other attributes show significant effects



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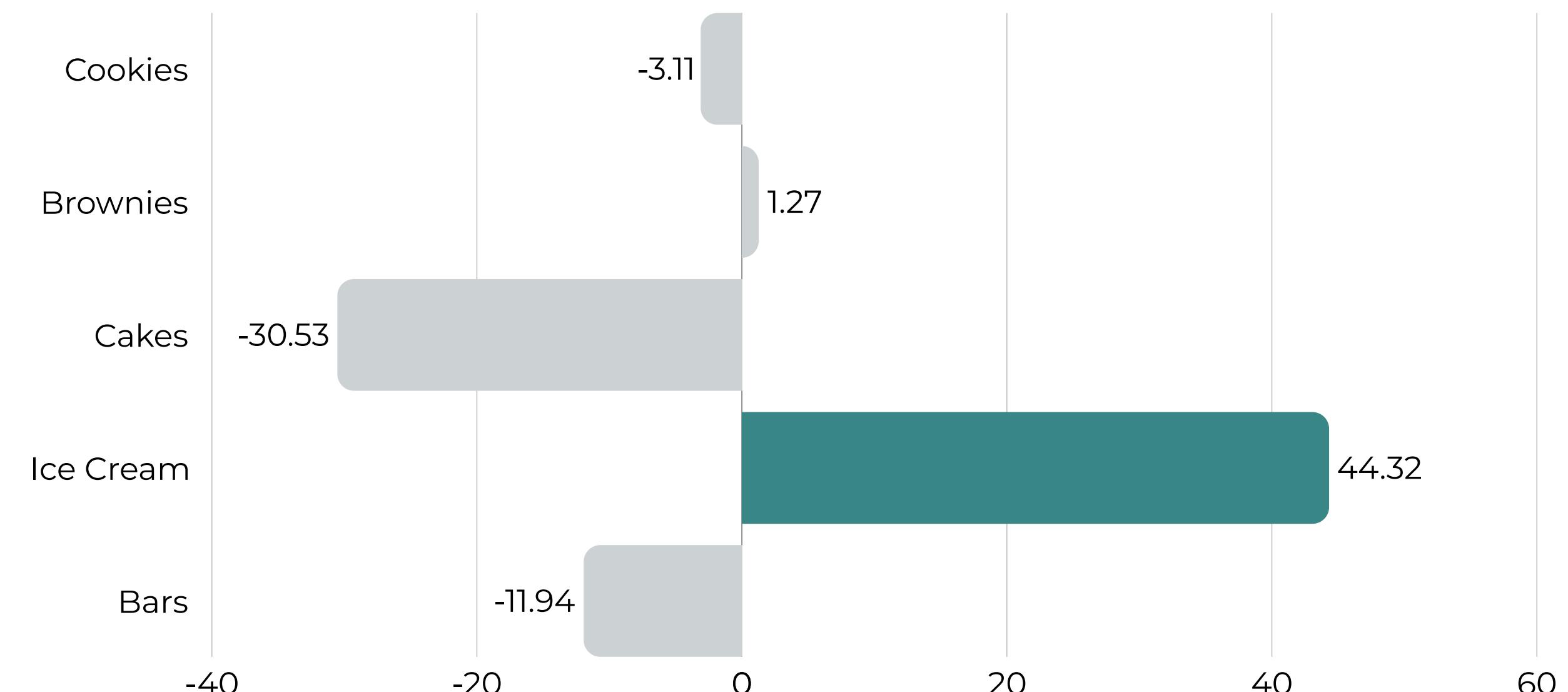
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## THE CLEAR WINNER: ICE CREAM

A MARKET RED BUTTON ALREADY SHINES IN

Attribute Utility by Product Type



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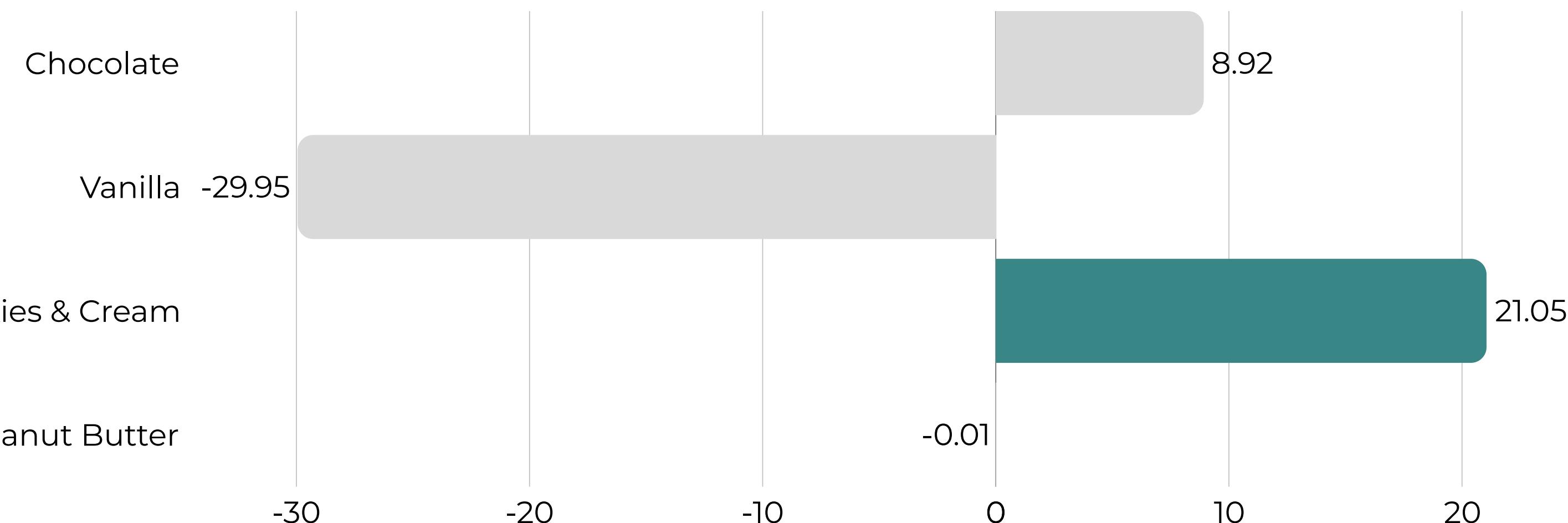
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# COOKIES AND CREAM: THE PEOPLE'S FLAVOR

VANILLA IS BORING

Attribute Utility by Flavor



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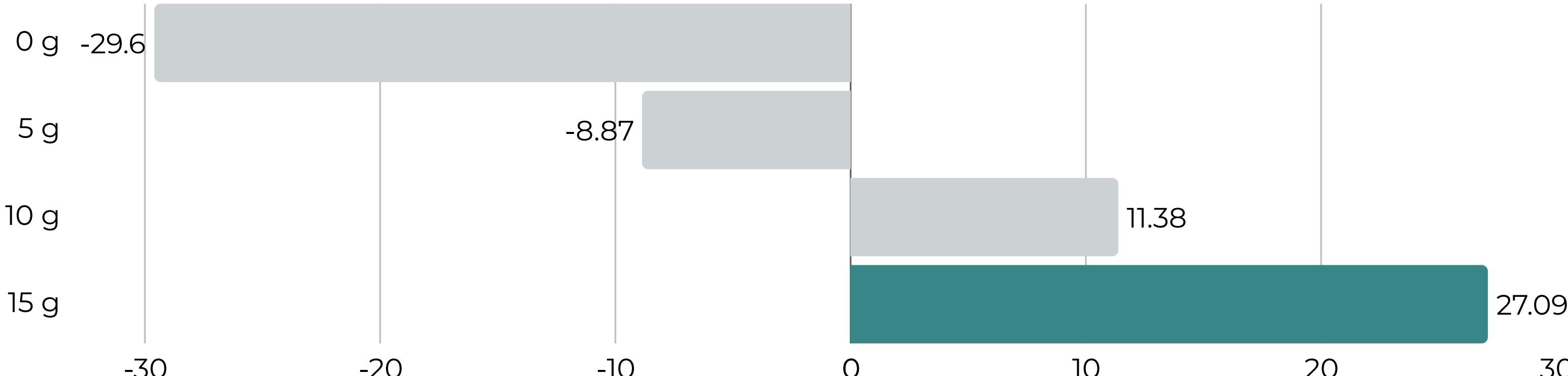
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# PROTEIN IS AN IMPORTANT TREND

A MORE IMPORTANT ATTRIBUTE THAN SUGAR OR CALORIE AMOUTNS

Attribute Utility by Protein Content



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## MOST PREFERRED PRODUCT: PROTEIN COOKIES & CREAM ICE CREAM



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# HOW MUCH IS PROTEIN WORTH?

Protein ice cream		No protein	
<input checked="" type="checkbox"/>	Ice Cream	<input checked="" type="checkbox"/>	Ice Cream
	v		v
	Cookies and Cream		Cookies and Cream
	v		v
	100 calories		100 calories
	v		v
	10 g		10 g
	v		v
	10 g		0 g
	v		v
	14.03		10
	v		v

**BASED ON THE CONJOINT SIMULATOR,  
37% OF THE MARKET WILL PAY \$4.03  
MORE FOR PROTEIN ICE CREAM (10 G)  
THAN NON-PROTEIN ICE CREAM.**

Simulated Product Market Share (%)



# HOW MUCH IS PROTEIN WORTH?

## UNIT PROFIT FROM PROTEIN: \$3.63

- Real whey protein isolate bulk suppliers: \$0.04 per gram, or \$0.40 per product
- Profit:  $\$4.03 - \$0.40 = \$3.63$

## CHANGE IN OPERATING EXPENSE: -10%

- Industry standard OpEx Ratio for the ice cream industry: 35.22%
- Red Button 56 fl oz (1.75 QT) tub: **\$6.49**, or \$2.27 in OpEx (35%)
- New ratio: \$10.52, with \$2.67 in OpEx (25%)



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# MARKET COMPETITION AND SIMULATOR

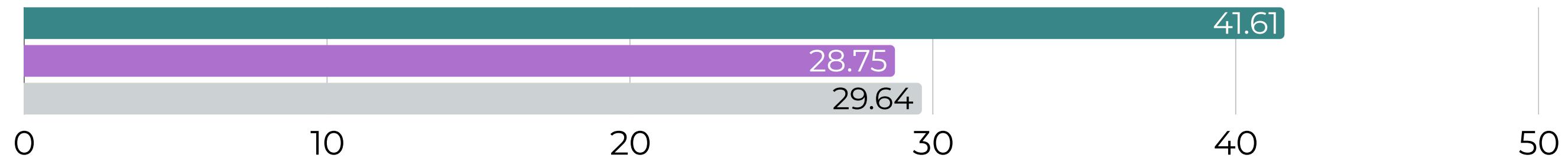


- **10G** OF PROTEIN PER SERVING
- **3 SERVINGS** PER CONTAINER
- **\$6.99**
- **5G** OF SUGAR PER SERVING

- **10G** OF PROTEIN PER SERVING
- **12 SERVINGS** PER CONTAINER
- **\$14.03**
- **15G** OF SUGAR PER SERVING



Red Button Protein Option  
Target Competition  
None Option



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## NEXT STEPS

- Research and Development
  - Emphasis on maintaining flavor
- Cost of Implementation

B



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**THANK YOU!**

# APPENDIX

## INDUSTRY COST RESOURCES

**Industry standard P/E Ratio (Investing.com): 35.22**

- DealStream: Valuing an Ice Cream Shop
- Ice Cream Manufacturing Plant Project Report 2026: Industry Trends, Plant Setup, Machinery, Raw Materials, Investment Opportunities, Cost and Revenue
- Protein price estimates: bulksupplements.com (\$788 for 20kg of Whey protein isolate)
- Protein Pints competition: target.com