Marketing Project Seminar
2012-2013
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I. Part A

1. Introduction:

a. The company and the product:

Ludwig Müller established the multinational producer of dairy products in 1896. The first factory of Müller was built in Ludwig's little Bavarian village in Germany. Since that point in time, the company is responsible for creating and producing a large variety of popular yogurt brands. Today, the products are being sold all over the world including the US and the UK. Not only does Muller represent their own brand but also have a number of companies operating under the Muller name, including the original Molkerei Alois Müller GmbH & Co.KG and Müller Dairy (U.K). Muller is best known for its range of yogurts, including the trademark "Müller Corner" and "fresh milk based drinks". Muller has its headquarters in Fischback and significant production sites in Freising, Leppersdorf and Prague. In Israel, Muller is producing under the Tara brand since 2008.

Muller is famous for its creamy yogurt with natural fruit mousse from natural ingredients. All products are free of preservatives and have no artificial sweetener included. The designs of the yogurt cups are unique and have the form of innovative packaging and presentation. The flavours as well as the textures are always a surprise for the clients.

Muller has a large variety of products that are represented differently in an array of diverse countries worldwide.

The Muller corner is available in three main varieties of fruit, healthy balance and crunch. Within each division a number of flavours can be purchased satisfying any taste preference. The Yoghurt is plain and comes with an attached corner of "flavour" to add to the natural yoghurt.

Muller rice comes is a plastic package to be heated up, if desired in the microwave. The creamy rice pudding based snack, usually comes with an additional flavoured sauce such as caramel and apple.

The brand of low fat yogurt is called Müllerlight. This series of products is available in strawberry, toffee and apricot flavours. The yoghurt contains gelatine for the result of the product to gel but is therefore not suitable for vegetarian. The company is currently working on a vegetarian friendly alternative.

For the younger audience, Muller created Muller little stars, which is marketed as being made of only a few ingredients that are 100% natural.

For those who pay special attention to their digestion, Muller vitality offers the perfect solution with a range of probiotic yogurts and yogurt drinks. Anybody who feels like they deserve a special treat, Müller amore offers a luxury yogurt range containing Greek honey.

Muller entered the Israeli market with a distinct variety of special products that did not exist before. The first product was the launch of Müller Froop in February 2008, closely followed by Muller light in March, Muller Mix in April and Muller Bianco in May that year. Up to this point in time the brand also started producing Muller simply fruit and a range of natural yogurts including the award-winning yoghurt with cheesecake flavour, exclusively for the Israeli market.

Currently Muller in Israel is struggling to increase their market share and motivate the people to purchase the brand. Market research by the company found out that the reason for that is that the products are being perceived as a more expensive premium product, even if they are not. This resulted in Muller not being part of the Israeli daily life. Hence, the objectives of the project are as follows

b. Objectives

The objectives of the project are to change the premium price perception of the brand and its products as well as to convince people to open their mind and hearts for Muller to be part of their daily life. Since the global trend over the years moved towards a more healthy society, people need to know about the natural ingredients the yogurts have to offer. Today, people start very young (assuming 13 years old on average), to care about their body and health. Therefore we want to show that Muller can support every persons wish to consume 100% natural products for a healthy lifestyle. Our objectives should dictate including us telling the Muller story in order to convince the Israelis to prefer Muller to other brands as part of our strategy. We want to be part of the culture and create a relationship with the customers on an emotional level. Israelis need to feel that we are listening to their needs and can fulfil. Once the public developed trust to the brand, Muller created the "magic" around their brand, and therefore ensures that Muller products will be preferred to others.

c. Market size

The size of the Yogurt market in Israel has increased in revenue from $261.2 Million in 2006 to $334.5 Million in 2011, a growth of 28% cumulatively over the five-year period. The rate of growth in the Israeli yogurt market has, however, decreased from 8.4% in 2006 to only 5.7% in 2010. The diminishing growth of the yogurt market in Israel is an indicator that the market has reached maturity. There are very few consumers in Israel who do not already purchase yogurt to some extent, and the 5.7% growth seen in recent years can be attributed to the natural growth of the population. Within the market are three major producers of yogurt: Strauss (41%), Tnuva(39%), and Tara(14%). Where each is a market leader in differing segments of the yogurt market.

d. Environmental analysis: economic, social, legal, political and technological

Though the yogurt market has been very stable in the last decade, it is important to note that it is only one segment of a larger dairy market in Israel. In recent years the dairy producers, mainly milk and cottage cheese producers, have become the focus of a social struggle emphasizing increased cost of living and economic hardships. This has had enormous consequences for most producers in the dairy market. However, as yogurt is seen as category in and of itself and not as a basic necessity the yogurt market has been influenced minimally by these new developments. However, as a direct result of the social issues the government of Israel has decided to regulate the price of milk purchased by producers in the industry. This in turn affects the cost of producing yogurt and the ultimately hinders the profits of the manufacturers.

2. Competitive analysis

a. Strategy

The yogurt industry is very competitive, and the companies within the industry all focus on one main strategy- to increase their own market share along with the size of the whole markets volume, so that yogurt becomes the leading product. In doing so, the three market leaders have differentiated and defined their brands' images like so:

- Müller's main strategy is their image: Nature- 100% natural. Since the launching of this brand in Israel, Müller introduced several yogurt products based on this strategy such as Müller Mix, Bianco and Froop, which are all 100% natural.
- Danone uses a slightly different strategy: Danone- is yogurt. This strategy focuses on a healthy image. Danone has also expanded their range based on this strategy by adding honey to some of their yogurt products.
- Yoplait has "fun fruity" as their main strategy, where they focus more on colourful yogurts and packaging. This is clearly due to the fact that their focus is on a younger market.

b. Objectives

- Müller's current goal is to change their product image from a premium product to a more everyday product. This is because the consumer sees Müller yogurt as a treat or dessert and would only purchase it for special occasions and weekends.
- Danone's main goal is to keep their position as market leaders. The slogan "Bringing Health through Food to as many People as Possible" articulates quite explicitly their aim to cater their healthy products to the masses. Danone spend a large sum of their recourses on marketing to retain customer loyalty for this purpose.
- Yoplait's goal is to gain more market share form the younger market. To maintain this goal, Yoplait introduced a large children yogurt line and therefore increased their perception among their consumers.

c. Assumptions

§ Müller's assumption is to become more of an everyday yogurt. They assume an increase in their market share once they overcome the image barrier.

§ Danone's assumption is to continue being the market leader. With the healthy image, they can enjoy the outcome of the trends that are leaning towards a healthier yogurt.

§ Yoplait's assumption is to gain more shares from the young market. They assume to continue on focusing on this target since their yogurt is the most appealing amongst children.

d. Resources and capabilities: strength and weaknesses

- Muller's strength, which is also their weakness, is that their products are perceived as high quality. The yogurt is classified as a treat and therefore is exclusive in such segment, however, since it is perceived as such, consumers consume Müller only on special occasions, which is their weakness. Müller is also seen as an innovative brand, and therefore are capable of introducing new yogurt into the market

- Danone's mains strength is that they are the market leaders, meaning that they have high brand awareness. Danone is owned by Strauss, which has over 40% of the entire dairy market in Israel, leading to, as market leaders they can afford larger shelf space in the supermarkets and also, more advertisement to gain more customers. Additionally, because the Strauss Company distributes Danone in Israel, they have the financial resources to dictate affordable competitive prices.

However, their main weakness is that they have not shown innovative creativity as much as other yogurt brands have, and they therefore may be perceived as followers rather than innovators or leaders.

- Yoplait's main strength is their fun and fruity image. They are very appealing with their colours and packaging, especially for children. They have strong advertising and lately, have been giving out free samples to the end consumers, which have strengthened their image by 4%. Their main weakness is that the image focuses on the younger target market, leading to less focus on the older target market.

e. Five Forces Analysis

§ Supplier "Tara Israel"

Bargaining power of supplier

Müller signed a licensing and "know-how" deal in 2006 with Tara Israel to produce and manufacture Müller products to the Israeli market. \

Due to the fact that Tara is the second largest dairy processor, one may assume that it's bargaining power is strong. However, since Israel has many dairy processor players such as Strauss and Tnuva, the bargaining power of the supplier is being reduced. In addition, Tara was in need to increase revenues and workforce and therefore, signing with Müller was a golden opportunity to increase sales and distribution, which also means an additional reduction in the bargaining power. Therefore, the bargaining power of Tara is moderate

§ Buyers "Consumers"

Bargaining power of buyers

The main distribution channels in Israel, which accounts for 52.7% of the market value, are supermarkets and hypermarkets. Such high percentage allows a strong buyer power when it comes to retailers.

As for the bargaining power of the end consumer, due to the fact that the market is highly price sensitive, given the wide range of products offered, it is easy for the buyer to choose a cheaper alternative, which leads to an enhancement of the buyer power.

Hence, the yogurt product is widely consumed by the end consumer, and therefore, the retailers must always have a stock available to sell, and therefore a minor declining buyer power occurs for the retailer. However, generally, the bargaining power of the buyer, whether it is the retailer or the consumer, is strong.

§ Substitutes "Other dairy products"
Threats of substitutes

Although yogurt is part of the daily diet for consumers, other dairy products could easily replace it. Therefore, there is a strong price sensitivity that leads to reduction in freedom of pricing from the market player and also from the retailer.

Hence, although replaceable and price sensitive, consumer will always purchase yogurt and therefore threats of substitutes can be seen as moderate to high.

Hence, one can debate what the substitutes may be, however; in this case, other substitutes may be cream cheese and other types of yogurt (offered from competitors)

§ Potential Entrants
Threats of new entrants

Israel is a small country, however, it has been facing a large level of growth over recent years in the market, thus in order to distribute to the mass market, one must integrate and work with a leading player in the yogurt market (such as Müller signing with Tara).

Entering as a player in the mass- consumer market will face higher entry barriers than entering the supplier market. This is mainly because the well-established companies such as Strauss and Tnuva are mainly competing with price. These players maintain their customers by distributing a large assortment of yogurts with different features such as flavour and fat percentage. In addition, these companies focus on retaining loyalty from the end user so that the end user always returns and purchase the company's product. This leads to, for new companies who want to enter the market, difficulties in differentiating their own brand, and therefore face difficulties to retain end user loyalty.

Therefore there is a probability of new companies to enter the yogurt market. However, other dairy companies who have yet produced yogurt, but has the capability to do so, once they decide to enter the market, they will become a huge threat to not only Müller, but other leading brands such as Danone.

§ *Industry Competitors*
Rivalry among existing firms

Due to the fact that the yogurt market in Israel has three main players, Strauss Group, Tnuva Food Industries and Tara Dairy, one can say that such market is highly concentrated and therefore boosts the rivalry. Similar products are produced by the main players, which lead to low product differentiation that allows consumers to switch from brand to another very easily. The players has the choice of either competing with the price, which is not the case for Israel, or focus more on advertising.

Because yogurt products are perishable, the cost for storage and shelf space is high and therefore, exist barriers is high.

Although Israel's strong growth in the yogurt market, to an extent lessens the rivalry, the rivalry remains very strong.

f. SWOT Analysis for Müller

Strengths:

- Having entered the Israeli market in 2008, Muller is a very young player in the market and so benefit from a product perception from consumers as being very high in quality, natural content and in taste for each category of yogurt.
- The products are created using all natural ingredients and do not include any preservatives which serves as an asset in terms of actual product quality.
- Muller is seen as an innovative brand as a result of their trademark Froop product line. Froop was the first yogurt of its kind in the Israeli market because of which the brand is seen as a visionary and trendsetting brand.
- Muller has a diverse product mix which caters to the demands of all consumer segments: plain yogurt, pure fruit yogurt, and most recently a mix of fruit yogurt with added flakes and chocolates.
- Muller is distributed by Tara (dairy company) who are leaders in the whole dairy-product market in Israel
- Muller has recently adapted to the setting of a new eco-friendly production plant in Nes-Tsiona, where they now have the capacity to double their current production rates and to lower their current production costs.

Weaknesses:

- Consumers perceive Muler products as premium-priced foreign imported products. Despite the fact that they are actually similarly priced to competing companies' competing products which do not suffer the similar perception.
- As a result of this high-end perception Muller yogurts are generally seen as also being luxury indulgence products and treats rather than as daily healthy foods.

- This is another crucial obstacle, which Muller must face in the attempt to capture a larger market share.

Opportunities

- The Israeli food market has seen a growing trend in health and indulgence products. In 2011 the global market saw increased interest in products that cater to this trend of 'healthy indulgence. There are few popular products in the Israeli food market that cater to this growing healthy indulgence trend.
- With market-sensitive product positioning Muller can set their products to appeal to this popularity that Strauss and Tnuva have only recently begun the compete with.
- Research conducted in 2009 found that only 50% of Israeli children aged 6-12 regularly consume yogurt. Currently Muller does not offer any products specifically targeting young teens and children, even though there is increased interest among younger consumers to eat natural and healthy yogurts. This highlights the opportunity to market to younger segments.

Threats

- Muller's primary competitors have the resources to imitate products and to quickly produce substitute products. Competitors have already begun imitating the successful Froop brand, which is a very significant threat to Muller who has only the third largest market share in the market.
- Continued social and economic struggle in Israel have specifically affected sales of dairy products. As of now the yogurt market has not been affected by the "struggle for social justice." Considering Muller's.

g. Types of products in the market

The products in the Yogurt market generally fall into four categories, each with a separate target audience and different product attributes.

White/plain Yogurt – This product type is considered very healthy, with all natural yogurt and little to no added sweeteners. Generally the consumers interested in this product type are older and more aware of their health and nutritional needs. However, in recent years there has been an increase trend of younger consumers who have taken a more active interest in health and weight loss, leading to a wider audience for this product type.

Fruit Yogurt – Though still considered a healthy product, this product type is generally found to be consumed by younger individuals as a snack or indulgence. The yogurt is sweet as a result of the fruit and often sweeteners are added to increase the taste. Though fruit yogurt is largest product type in the yogurt market we have noticed decreasing sales since 2009. Plain yogurt, on the other hand, has seen significant increases in sales during this time.

Mix Yogurt- This product type is a relatively new product, which combines fruit yogurt with added flakes, granola, or chocolates. This product attempts to substitute granola bars and other breakfast alternates as more than just a snack, but to offer a significant source of nutrition. The mix yogurt product type is the smallest segment of the yogurt market today, but has potential to grow significantly as tastes and trends change.

Functional Yogurt- This product type is categorized as yogurts that actively assist the body in daily functions such as digestion or assisting the immune system. It is the second smallest segment in the yogurt market today. However, with the increasing trend of health awareness it is expected that this segment will grow significantly in the coming years.

h. Expected developments and innovations in the market

The expected developments in the yogurt market follow the major trends that have been witnessed in the past few years. As consumer awareness grows and tastes change there is an increase in demand for premium products with better, healthier, and more natural ingredients. There is also increased demand for unique niches such as goat milk yogurt and yogurt with fruit chunks. It is expected that this trend will only increase and the split between the plain yogurt and the specialized yogurt will only grow wider in the coming years. It is also expected that as the tastes of the Israeli consumer evolve the leading yogurt producers will not innovate new products, but instead will rebrand and reposition existing products to meet the needs of consumers. This is evident in Strauss' repositioning of the Danone brand in 2010 focusing on bringing back simple plain yogurts to the center of attention by producing new containers featuring a clean blue and white label with a picture of fruit, and creating advertising campaigns showcasing this new branding.

i. Price levels and Distribution Channels

The pricing levels for the various product types in the yogurt market range as follows:

Plain/White yogurt: Prices vary from 1.4 NIS per 100 gram to 2.7NIS per 100 gram depending on the brand and location of purchase.

Fruit Yogurt: Prices of this product type vary from 2.11 NIS per 100 gram to 3.5 NIS again depending on brand and location of purchase.

Mix Yogurt: Prices in this segment range from 2.6NIS per 100 gram to 3.83 NIS depending on brand and place of purchase.

Functional Yogurt: In this segment prices range from 2.27 NIS per 100 gram to 3.35 NIS again depending on brand and place of purchase.

All of the yogurts can be purchased in any of the major retail chains such as Shufersal, Mega, and Rami Levi. The major brands and most popular yogurts can also be found in smaller kiosks and corner shops located in every city in Israel.

j. MarCom activities

The marketing communication activities of the yogurt producers are diversified. Along with traditional channels such as TV advertising and printed ads in magazines the producers have undertaken several unique and innovative ways to communicate their marketing message. All major yogurt manufacturers have taken to the streets, opening booths and portable stations in various popular locations such as office buildings, popular travel destinations, and events like the Tel- Aviv night run. At these booths the companies hand out free yogurt for consumers to try, creating an opportunity to reach new audiences whom may not have been exposed to the yogurt otherwise. They also enjoy the opportunity to be associated with the event or activity that they are located in. For example opening a booth in a nature location popular for family hiking enables consumers to associate the product with nature and health. Opening the booth outside of an office building reinforces the daily routine, and how the product is a way to take a break and indulge yourself.

Another popular marketing activity is to maintain an online presence both through traditional websites, and more importantly through social media accounts. In these accounts the companies can share new products and more importantly share the newly created commercials to start a buzz, the goal of any marketer. They also utilize these new media accounts to emphasize the lifestyle the brand wishes to create, posting pictures and articles about health fitness and stress relief. All these channels of communication when used together create a complete message not only about the product, but about the lifestyle the company wishes to associate their products with.

k. Major trends in the global market

1. *Return to more natural healthier products.*

Consumer's preferences have shifted to become more aware of their health and balancing their nutritional intake. Recently there has been a growing trend of balancing healthy plain yogurt with fresh natural fruit to in a sense get the best of both worlds. This trend began in late 2011 and has continued with the launch of several new products including Danone brand that puts the main focus on its plain yoghurt, but also packs a rich layer of fruit. This in many ways is seen as a product meant to compete with Muller's Froop brand, and other brands soon followed this model by introducing their own versions.

2. *Less diet and non-fat yogurt purchase.*

Many attribute the reduced sales to the latest trend in fresh natural milk for products containing fat percentages of 3.5-3.8%, the natural fat content found in fresh milk. This trend is a direct impact of the growing health and wellness trend in Israel and the world.

3. *A movement away from the drinkable yogurt category.*

Drinkable yogurt has seen poor performance in recent years, decreasing both in value and in volume purchased by almost 15%. This trend began in 2007 and sales have continued to decline since.

3. Consumer Analysis

We will begin this consumer analysis by considering the general purchasing process of yogurts. There are three decision making ‘units’ in the process. It is important to identify these ‘units’ because it defines the segmentation bases of customers into three main segments, and, it is relevant in this industry to appeal to all these units as companies are doing so more and more. This is relevant to us in particular because Muller does not yet appeal to a youthful market segment (children/teens). Let’s take a look at these units:

1. The decision unit – statistically, children below the age of 14 make 70% of retail purchasing decisions. This applies to this yogurt industry where it is children who make the decision that they want a yogurt.
2. The buyer unit – This is the person who makes the actual purchase. Following through from the above example, this would often be a mother who is shopping with her child (the decision unit).
3. The consumer unit – the people who eat the yogurts (for who it us purchased).

The unique combination of health and indulgence has been the key-growing trend within the Israeli packaged food market over the recent years as Israelis become more health conscious on the one hand, but still want to indulge and enjoy themselves. [1]

This was reflected in our market at hand. One of the key trends driving growth within yoghurt in 2010 was the return to simplicity and natural products, which continued into 2011 but in a different form: balanced health. Customers seek healthy aspects of natural yoghurt and they also wanted to enjoy themselves and indulge in a healthy but tasty product. Israelis are expected to continue this focus on both health and indulgence over the forecast period, which is why they will seek more products that offer a combination of plain yoghurt and real fruit mixes. Over the forecast period companies are expected to launch more niche products that focus on adding more fruit to their products. [1]

Further to this growing healthy trend, there is a customer movement towards consumption of goat-milk based products. Goat milk-based products were on the rise during 2011, and yoghurt was also impacted by goat milk’s growing success. Nowadays consumers are seeking daily consumption products such as goat milk-based spoonable yoghurt, which is in high demand. Israeli consumers are more health conscious and are more educated on health, and have recognized the healthy and tasty benefits of goat-milk based yogurts.[2]

During 2011 leading goat milk local manufacturer Zuriel Dairy entered its first fruited spoonable yoghurt with its goat milk Zuriel brand, claiming that during 2011 the demand for mainstream daily-consumed goat milk products is on the rise. In 2011 they reacted to the demand and launched a unique series that combines both health and indulgence. [1]

During 2011 it became clear that customers have also become more selective with spoonable yogurts in regards to packaging. Over the past couple of years, more players have launched wider ranges of multipacks. [2] [5]

We assume that the healthy aspect of the yogurts is one opted for mainly by the 'buyer unit' and 'consumer unit' from the customer demographics, but with fruity yogurts growing in popularity, a clear favouritism towards specific fruit flavours in yogurts has been arisen – flavours that have dominated the wide range of consumer choices (strawberry+banana, peach, berries). We assume that this 'fruity' movement is an aspect of choice in spoonable yogurts that is selected by the (younger) decision unit. [4] [5]

In terms of prices, the average unit price of yoghurt and sour milk drinks increased in 2011. During 2011 the price of dairy products, cottage cheese in particular, were a main topic in the Israeli market as the rising prices of dairy caused much commotion amongst consumers, the government, manufacturers and retailers. The soaring global prices of raw materials and petrol had a large impact on the manufacturers of dairy products during 2011, causing them to raise their prices. The average unit price of spoonable yoghurt increases by 2% in 2011 due to rising global raw material prices. [1]

Now for a quick look at the competitive landscape in regards to consumer segments and processes (regarding the decision unit, buying unit and consumer Unit). There has been a growing trend (on behalf of the producers) in concentrating on improved texture of yogurts. This as we will discuss is an advantage for Muller who are 'there already' and have been able to focus more on exploring flavours more.

In this highly competitive industry, all the main players are chasing, tracking and creating consumer trends. For example, all players in the industry have reduced sales in drinking yogurts as growth in that area has been declining for 5 years.

The three main brands in this market are all considered premium brands and have still been growing expressing an increase in demand for quality. They all identify themselves to customers with different images:

1. Danone has a healthy dairy image (Greek yogurts)- they have thus expanded their range by adding honey and other similarly 'natural' products to their Greek/plain yogurt line.
2. Yolpe has a fun fruity image (e.g. Yolpe Extra Pri). They have more colourful yogurts and packaging. They also clearly have a focus on a younger target market (e.g. large

children yogurt line). Their perception has increased among their whole customer range over the past 4 months as a result of an advertising campaign involving free products and tasters

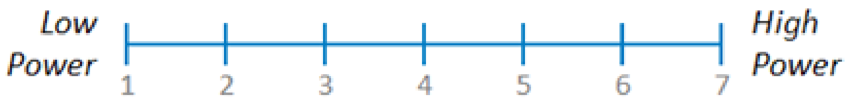
3. <u>Muller has a natural fruit and dairy image</u>. As you know, it is perceived as being the more expensive product and has only recently begun targeting a younger audience. We will soon discuss how we will attempt tackling this issue

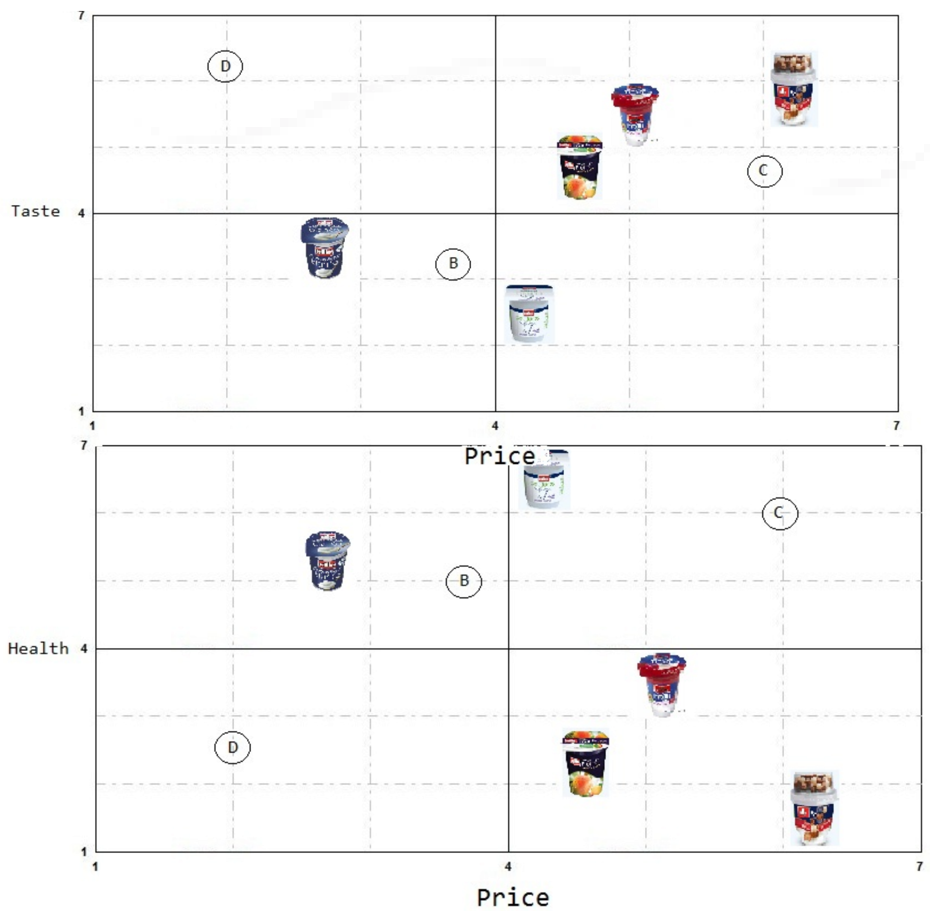
In terms of the direction of the consumer market, as mentioned, as the consumer market shifts the industry towards this healthier, natural simplicity of products and keeps growing, these three leading companies are demanded to keep up with these changes by offering natural and better quality products.

As for an Overview of Muller's specific consumer base, Muller has the clear product advantage of having a vast range and flexibility in fruity products. They have also recently expanded their breakfast cereal yogurt range with a view to appealing to a younger market segment – the decision unit –, which till now it has not utilized. [3]

Besides for the aforementioned trends, what factors influence our customers' choice in purchasing yogurts? Due to limited information, we have actively gone out and retrieved primary data with which we have created our own perceptual maps based of what we have understood to be the most important aspects of yogurts.

In order to make these maps, we asked people to rate Muller's yogurt product range on the dominant factors on a scale of 1-7 and took an average. On the maps below D='Decision Unit', b='Buying Unit' and C='Consumer Unit':





As one can see (from the perceptual maps above), it *does* hold that Muller's products are perceived as being well priced which would be a good thing if it was not also seen as being a premium product – it shows that people think it is a well-priced premium product which is not an ideal perception for a company that wants people to be purchasing their products every day. The yogurts are also generally perceived by customers as being very fruit yogurts, which is of course a good thing because fruitiness in yogurts is such a trend at the moment. Possibly the most important thing is that consumers perceive all the flavoured yogurts as being very tasty.

Clearly, till now, Muller is in general perceived as being a more expensive product (the crux of our mission who's possible solutions we will soon address). Because of this perception, Muller's consumer base does not consist of a younger demographic (children or teenagers). Therefore, a way forward for Muller and its consumer base should to appeal to the 'decision unit' in the o the aforementioned consumer process. In doing so, Muller should utilize its existing 'natural fruity dairy' image.

Muller dedicated a large amount of resources towards advertising and other MarComm tools to convince the largest possible consumer base to purchase its yogurts as much as possible. What can be seen by this consumer analyses, is that Muller yogurts are seen under a positive light, but not a light that would reflect optimal sales and SPI in this competitive business landscape. In addition, it has not utilized a younger demographic which should account for a larger chunk of its market. We can therefore say that Muller's advertising (and other MarComm activities) has not been effective in reaching a wide enough audience and selling as much as possible. This is the issue that we will now attempt to tackle without suggested strategies.

4. Preliminary Strategic options

We developed three strategies, based on the project's missions expressed above as well as the company's vision. The company bases its core values and campaigns on its tradition of using 100% natural ingredients. In Israel it appears that the audience does not yet understand the Muller story. Hence, we want to strengthen Muller's identity as a brand that actively helps to improve the natural day-to-day way of living and. This strategy indicates that the natural ingredients will improve the quality of life for consumers as well as supports a healthy lifestyle. The advantage of implementing this strategy is that it talks to a large audience, given that today the issue of health addresses not only an older audience, but also the younger teens. In addition people are much more aware and knowledgeable about a healthy life as well as the nature around them. Therefore, there is no need to convince the client through this message as people already care about more natural ingredients. Instead we need to let them know clearly of what Muller has to offer. Since the care about health and nature is well known, this niche has a lot of competition. The products and marketing approach really needs to differentiate it to others in order to get the attention of the audience.

Another strategic approach in order to reach Muller's mission is to position the different product lines in accordance with different target audiences that would enforce Muller to re-examine the correct lines and to adopt changes accordingly. Tactically, to do this they should address a different audience that they are not utilizing now – we are referring to targeting younger segments, specifically, children. It seems, even though Muller offers a large variety of products, some of the potential clients are not talked to yet. Once, a greater public is addressed, there is a greater chance of being picked over the competition, as more needs are being satisfied.

With this direction, it has to be kept in mind that not all the people in the shop are relevant in determining what is being purchased. In every household there is the actual buyer and the decider, which not in all cases is the same person. The decision maker should be addressed as much as possible to increase the customer value. Close examination of the consumers in the dairy market needs to be analyzed in order to allocate the right amount of money and time to be effective. Hence, more money and time needs to be invested for this approach.

The last strategy we want to propose is to include Muller products as part of a daily routine into the Israeli life. This would assure a regular and large amount of consumption of the products, hence more profit. Additionally and most importantly a daily consumption indicates an emotional bond to the brand, as you would not purchase what you do not like. This strategy can on one hand create a new brand value and closer customer relationship but on the other hand is the greatest challenge to implement for the company as creating emotions is something that is very personal and develops over time when trust between the client and brand is created.

The first direction we would like to conduct for the research to listen to the clients in the dairy industry. Software should be used in order to listen to relevant conservations of social network platforms to find out, who, in general is the decision maker of a households and what people value in terms of taste and design. In order to give people what they need and desire, we need to listen to what they value most, in order to develop the best solution for them.

Other research includes focus groups to evaluate the perception of the Israeli consumers as well as market research survey to test attitudes towards new products. The survey should be based on the various strategies mentioned above and investigate competitors. New products could also be one of the subjects in the survey.

II. Part B

1. Objectives

Our objective for this survey is to find out consumer preferences towards yogurt consumption, with regards to price, health and brand. In addition, our research will evaluate a variety of age groups in order to establish an understanding of a potential target market that has not been utilized by the company. Lastly, we are analyzing consumer habits of yogurt consumption and their brand perception.

2. Needed Information

a) Decision Problem

The company wants to increase the market share in the yogurt industry in Israel, given that Muller is perceived as a premium brand and not part of the daily Israeli life.

b) Research Problem

Consumer's perception towards yogurt, their habits and identifying new market segments.

c) Research Questions

1. What are the reasons Israeli consumers decide to purchase yogurts?
2. Are the findings regarding reasons for purchase varied between age groups?
3. How price sensitive are consumers regarding the purchase of yogurt?
4. What do consumers perceive as being the healthiest aspect of yogurts?
5. How do consumer perceptions change with the linguistic tense of a brand name?
6. How do consumers identify the Muller brand?
7. What are consumer attitudes towards yogurts as a daily necessity (product)?

d) Research Boundaries

Our research is limited to a certain group of people due to the concept presented itself and our environment. Such boundaries include the number of people we are reaching out to as well as the radius, in our case Tel-Aviv and Herzliya as well as an online survey, send through personal e-mail and Facebook. Other boundaries that we might face for conducting this research is the research method, whether it is conducted through interviews, observations or document analysis, meaning, the persons attitude/ interpretation towards the research itself. Lastly, when conducting a research, it is expected to face privacy boundaries such as some people might refuse/feel uncomfortable in sharing private information. An additional boundary we face in analyzing consumer's decision making in purchasing yogurt and their preferences are unconscious cues, people are not aware of responding to such as packaging. More limitations include that most of the subjects are student, who study at IDC (Interdisciplinary Center) Herzliya, which does not offer a wide range of the target audience. It needs to be mentioned though that this sample is still very relevant to Müller, which is an upscale yogurt and students at IDC are being perceived as part of a higher social economic level.

e) Research Design

For our research, we will do exploratory design, as we want to understand what people think about yoghurt, their preferences and perception. In addition, since we have a small sample it is beneficial to use exploratory research design.

The data collection procedure is quantitative data collection, in order to advice the marketing team of Muller towards new marketing approaches.

Due to the limitations we face, convenience sampling is being conducted.

f) Time and Cost

The research was conducted between the 10th and 17th of March. Since 70% out of the 100 respondents answered our survey online or via e-mail and only 30% of the surveys were printed out and distributed in supermarkets, very little money was spent and rather time was invested.

3. Research Method

a) Participants

We posted the survey on Facebook, for anybody to fill in as well as distributed randomly surveys in supermarkets, to whoever was willing to participate, until we collected 100 responses.

b) Materials

We designed a questionnaire, to meet our objectives, which were partially printed and mostly distributed on the most popular social media website, Facebook.

c) Design

The experiment used a quantitative data collection.

d) Procedure

The procedure was to post the survey online on Facebook, for everybody to participate. Each member of the group would share the questionnaire and collection responses randomly. Additionally, some of the member of the group printed out the questionnaire and ask people in the supermarket if they would be willing to participate in a survey about yoghurts. There was no screening for this survey, since we assume that yoghurt is an established market and everybody is purchasing it. The respondents answered the questionnaires individually without the assistance or clarifications of the examiner. The examiner collected all questionnaires after they were fully completed.

4. Results and Analysis

<u>Research Question 1: What are the reasons Israeli consumers decide to purchase yogurts?</u>

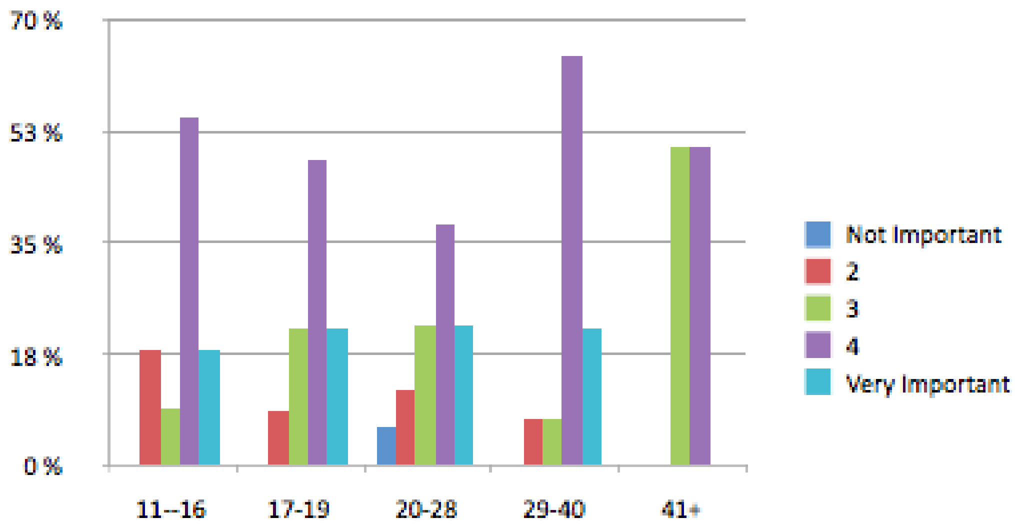
Attribute importance when purchasing yogurt

We found out that the most important element, when deciding to purchase yogurt, from a scale of 1-5, taste with an average of 4,36 was ranked as most important. Health with an average of 3,9 was closely followed by price with 3,88, texture with 3,72, size with 3,4 and the least important factor turned out to be the “look”, with an average of 2,95.

Research Question 2: Are the findings regarding reasons for purchase varied between age groups?

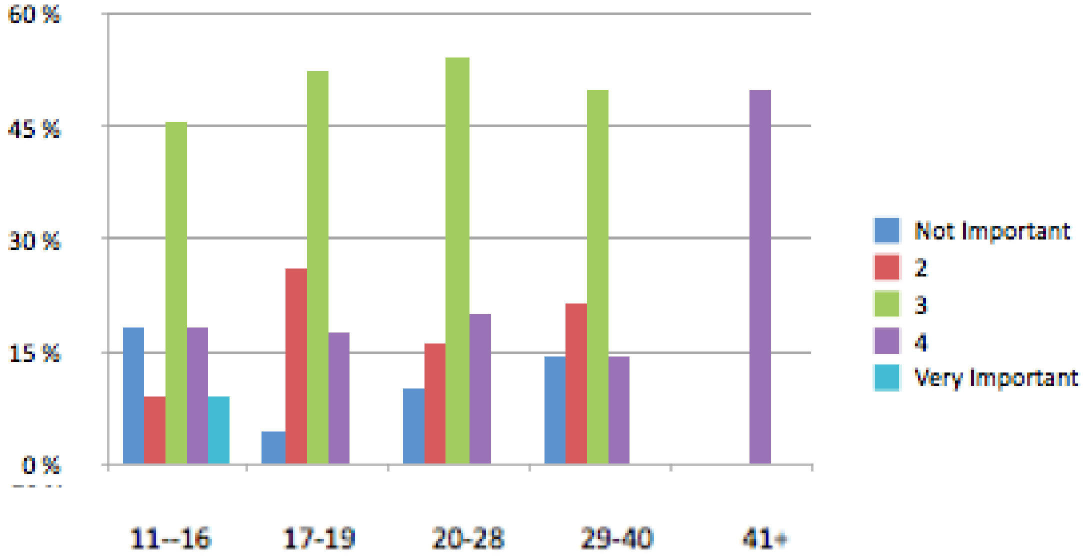
To find out to whether the reason to purchase yogurt, varies between ages, we ran cross tables with each attribute and the age groups.

a) Importance of price in choice



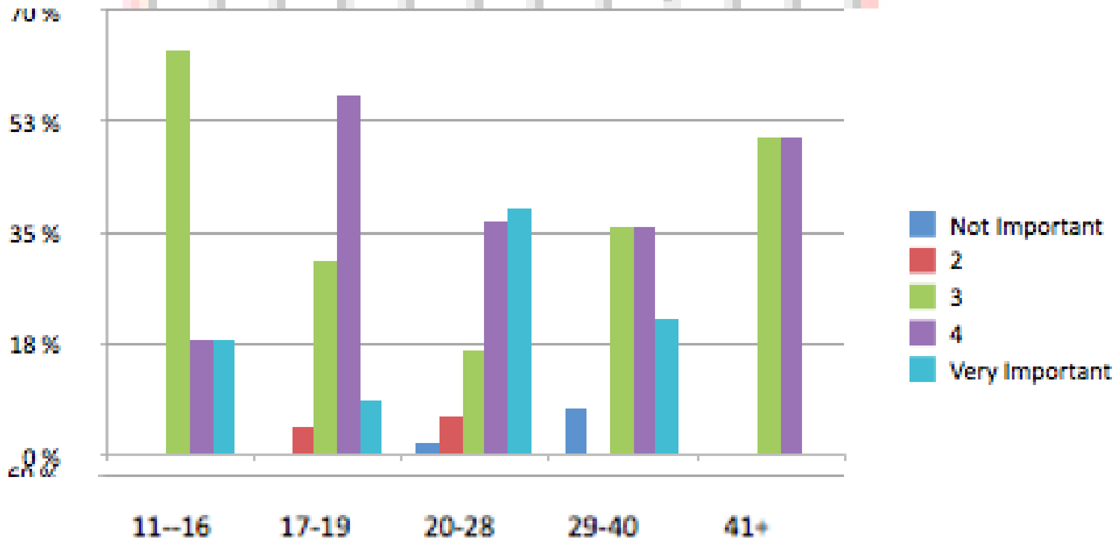
We can see from the graph above, for all ages, price is important in the purchase of yogurt. For people up to 41, price is even more important than to 41+ respondents.

b) Importance of look in choice



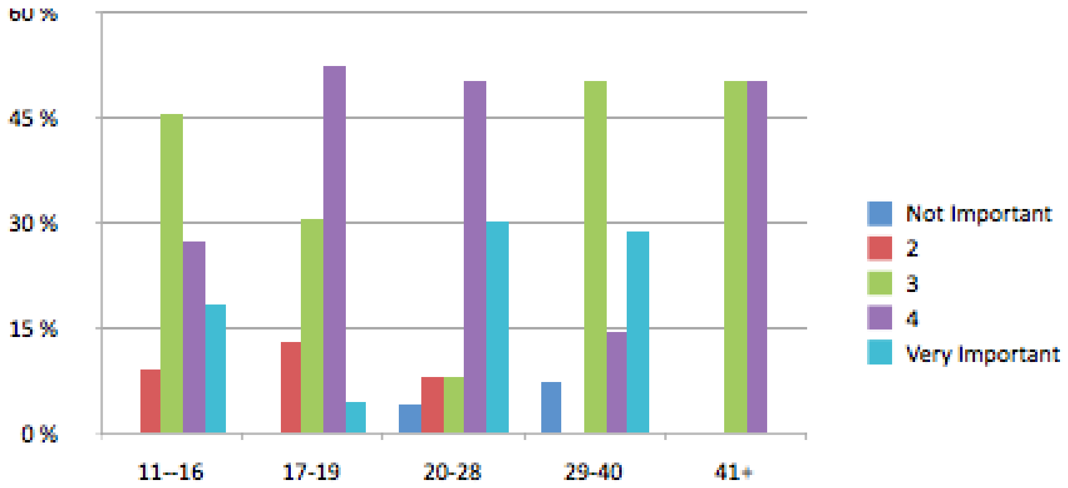
We found out, that the packaging of the yogurt is most important for respondents that are 41 years old or older. The rest of the respondents have a neutral attitude when it comes to the look of the yogurt, at least consciously.

c) Importance of health in choice



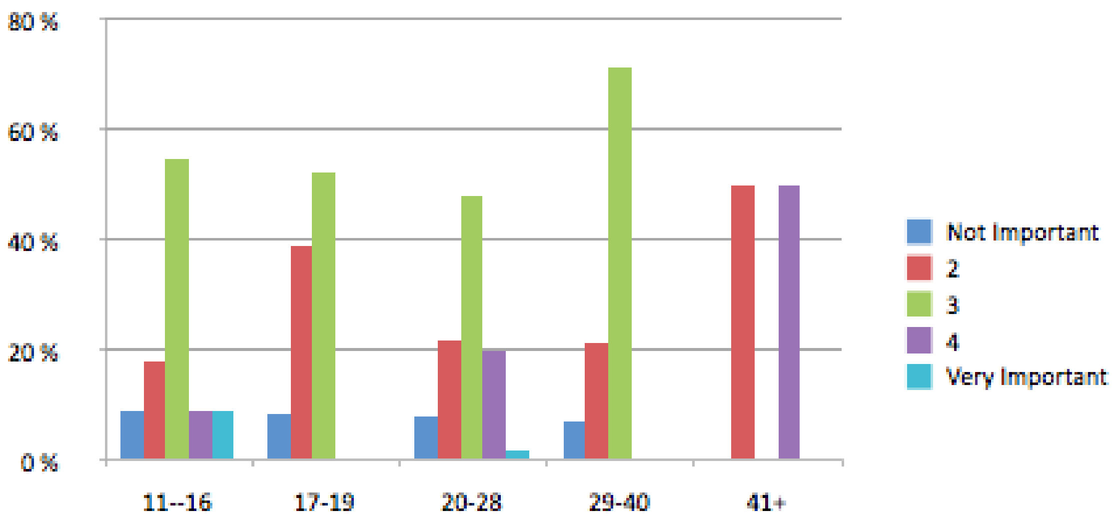
The health aspect in the purchase of yogurt is especially important for the younger sector of respondents, namely between the age of 11-19. 57% of respondents between 17-19 feel that the health aspect of yogurt is important in the purchase. Also in the age sector 41+, health plays an important to very important aspect, when purchasing yogurt.

d) Importance of natural ingredients



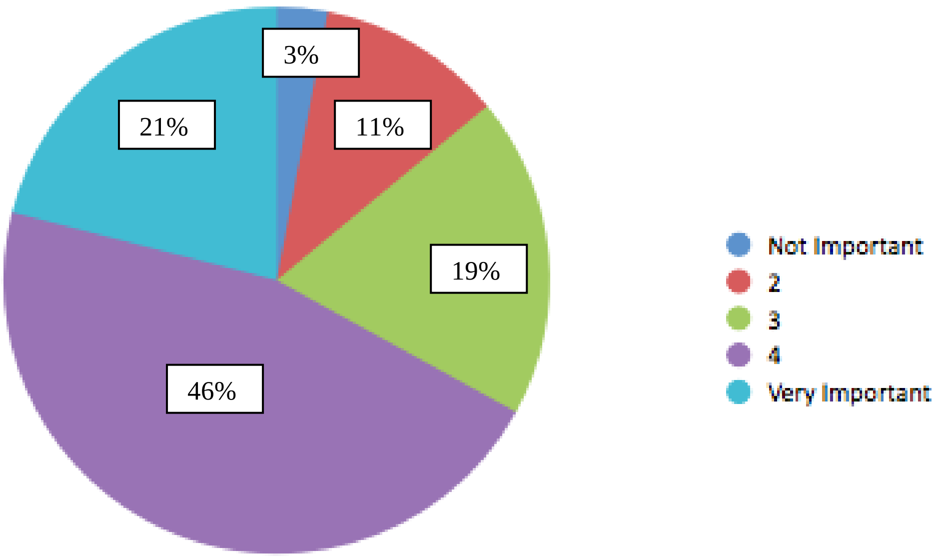
The graph explains that people between the age of 17-28 and 41+ value the importance of natural ingredients the most.

e) Importance of brand in choice



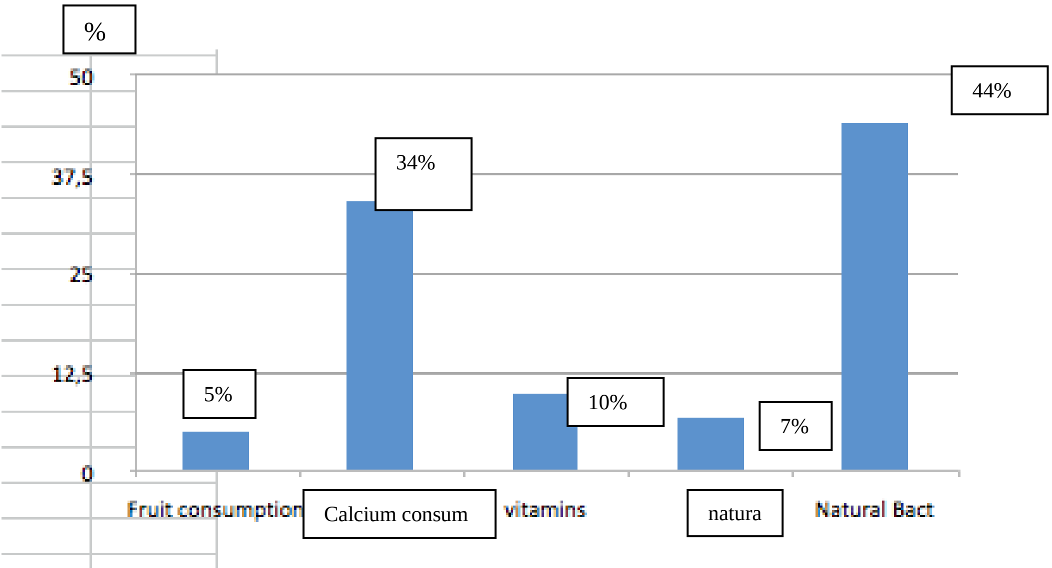
Towards brand, all ages up to 41+ have a mainly neutral attitude. Respondents at the age 41 or older see it partially as more but also less important.

Research Question 3: How price sensitive are consumers regarding the purchase of yogurt?



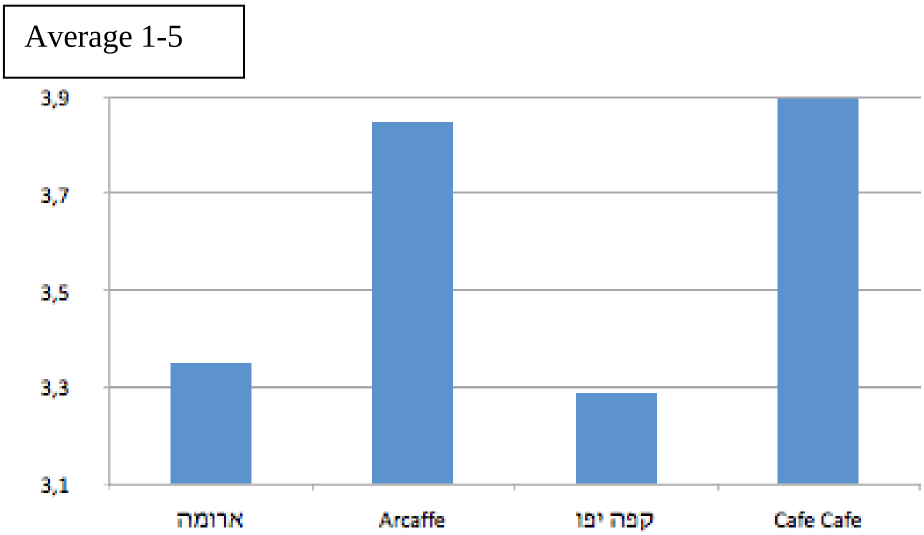
As seen in the table above, 46% of our respondents believe that price is important when purchasing yoghurt and 21% believe that it is very important. Hence 67% of the respondents are quite to very sensitive regarding the price of yogurt when purchasing.

Research Question 4: What do consumers perceive as being the healthiest aspect of yogurts?



Respondents perceive the natural bacteria in yogurt as the healthiest aspect when consuming, followed by the calcium consumption. Fruit consumption is perceived as the least important followed by the natural part of the yogurt.

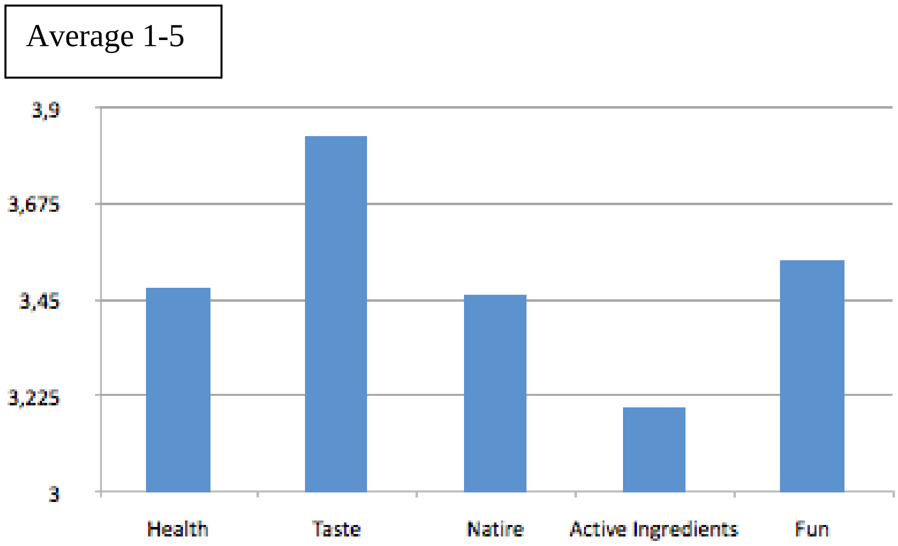
Research Question 5: How do consumer perceptions change with the linguistic tense of a brand name?



It can be seen from the graph above that in Israel, brand names that are presented in English and not in Hebrew are perceived as significantly more expensive than the brand names represented in the country's language.

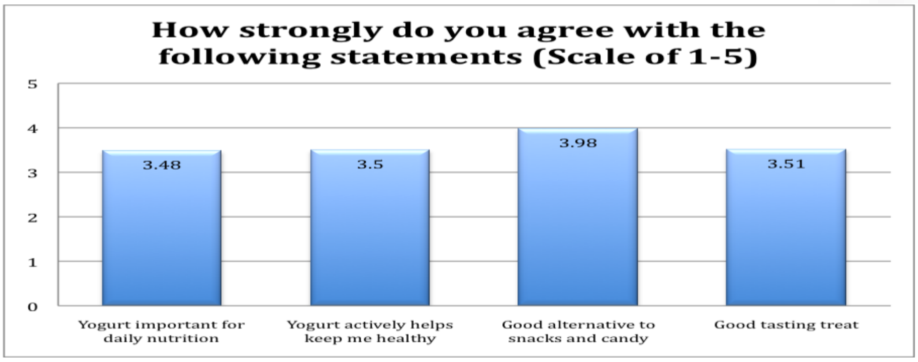
It is important to note that for this question, answers are biased as the overall perception of the participants towards the brands affects the answer. Such limitation can be reduced, when done on unknown brands or even inventions.

Research Question 6: How do consumers identify the Muller brand?



The graph above indicates that consumers identify the Muller brand to be strong in flavour. Thus one can observe that the active ingredients are the least identified with Muller.

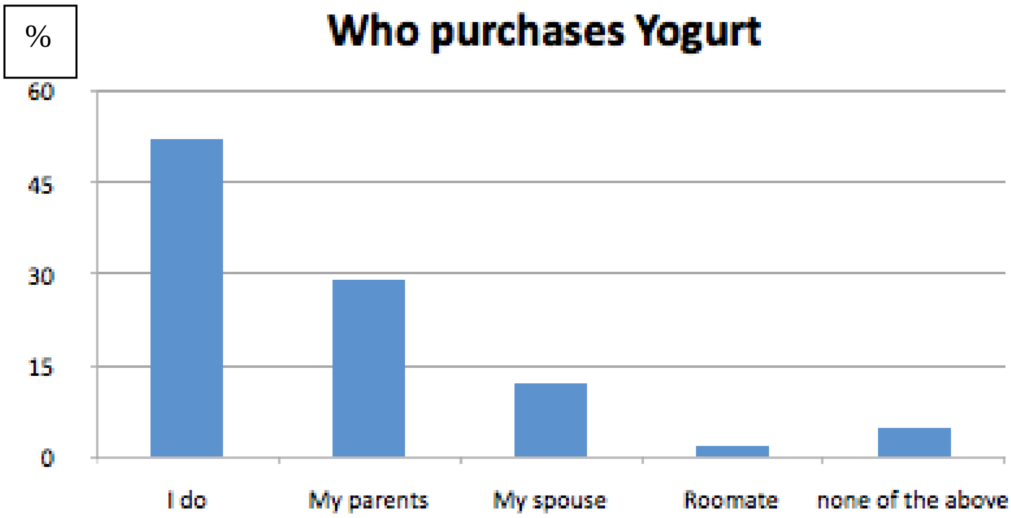
Research Question 7: What are consumer attitudes towards yogurts as a daily necessity (product)?



This graph states that there is no dominant perception towards the healthy aspect of yogurts, thus with a small margin, people identify yoghurt consumption as an alternative to snacks and candy.

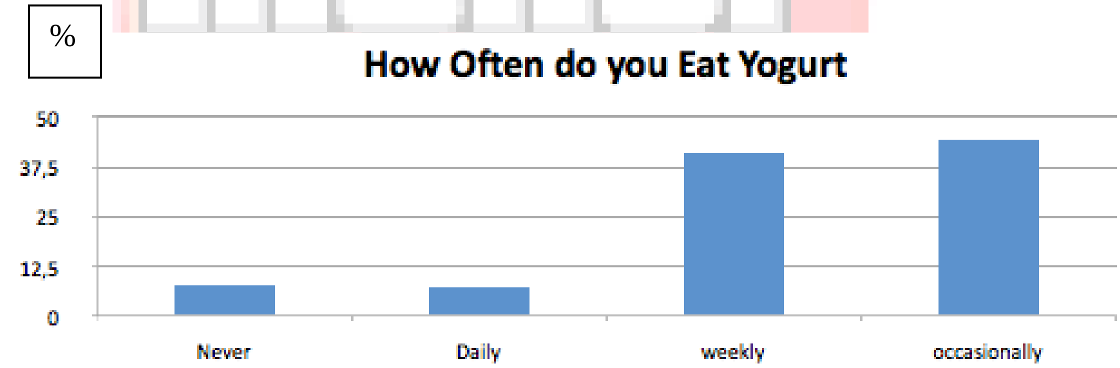
5. Demographics

Who purchases yoghurt at home?



Most of the respondents buy yoghurt themselves.

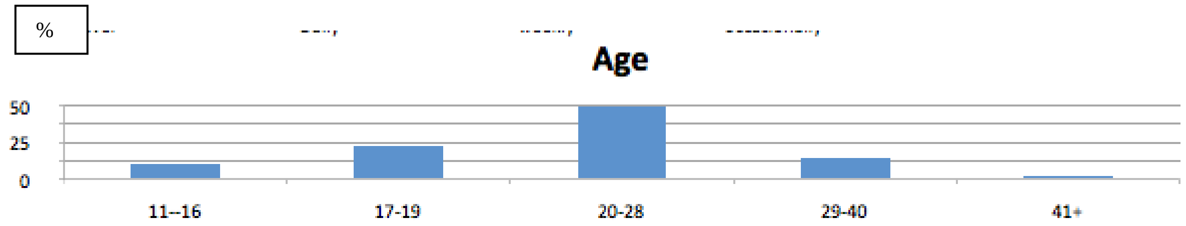
How often do you eat yoghurt?



Most of the respondents consume yogurt weekly to occasionally rather than daily.

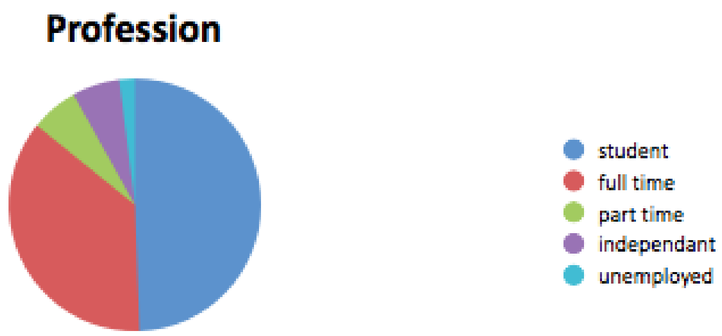
The consumption habits reflect on answers in all parameters. This might be the outcome of the convenience sampling.

Age distribution of respondents



Most of the respondent that participated in the survey are between the age of 20-28

Profession

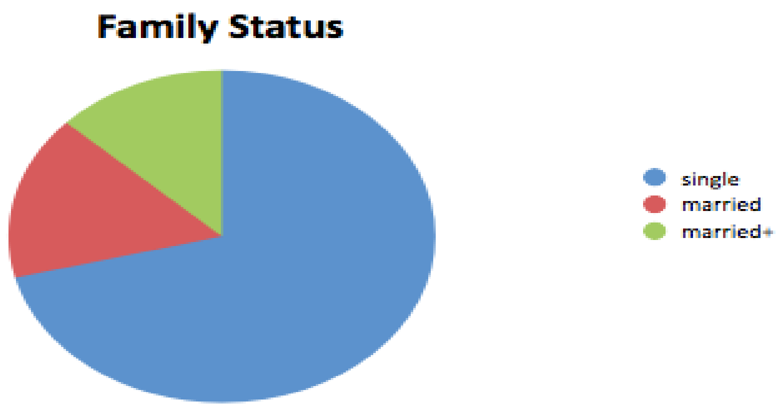


As seen in the chart above that almost 50% of the participants are students

Gender

The gender of the respondents is almost perfectly equal

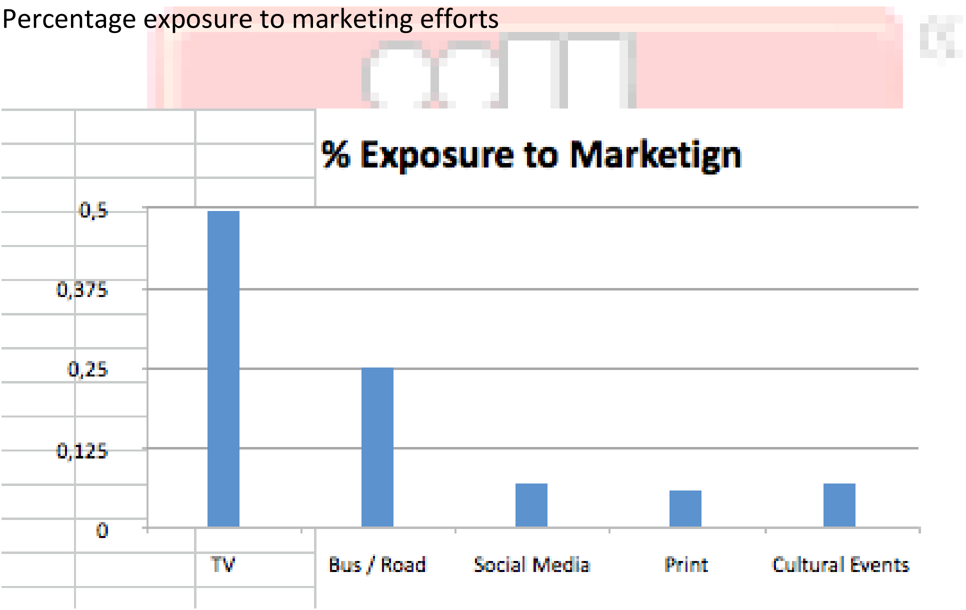
Family Status



A clear majority of the respondents are single

6. Additional Findings

Percentage exposure to marketing efforts



TV 49,5%

Bus 25%

Social Media 7%

Print 6%

Cultural Events 7%

In addition, we made a cross tab with age and each marketing channel, to find out, whether people in different age groups are exposed to it, yes or no.

7. Conclusions

- The design of the yogurt packaging is least important to the clients, when purchasing (consciously)
- Clients are not extremely loyal towards a specific yogurt brand, hence every company in the industry has theoretically the chance to gain more market share with the right approach. Hence Muller has a fair chance of gaining more market share
- Hence, people of the age of 41 and above have a stronger attitude towards a specific brand and are therefore harder to persuade to purchase another brand
- Respondents are rather price sensitive regarding the purchase of yogurt. The prices need to be competitive in order to succeed
- Natural bacteria and calcium consumption is perceived as the healthiest part when eating yoghurt
- English spelled brand names are perceived as more expensive in Israel than Hebrew spelled brands
- Even though Muller represents nature, according to the company's statements, people perceive the brand as mostly tasty and fun as well as healthy before they connect it to nature. Hence their message has not been conveyed clearly for people to categorize Muller clearly.
- Respondents have no clear perception/attitude towards yogurt as a daily product, they are consuming it occasionally.
- Young adults tend to value the active ingredients in yoghurt more than others.
- There were mostly students who participated in the survey and the vast majority claimed to be single. The relevance of this audience for Müller is that the students of the IDC are seen as of higher social economic level, hence might not have a differentiated price perception of Müller as others, which gives us biased results concerning Müller's high price perception. On the other hand they represent a young and important as well as health-concerned audience, who can easily be educated and their habits changed, as they are only responsible for themselves and less rigid in their routine.

8. Recommendations

- Main focus, when marketing a product should be on taste, health and then price
- Our findings are based on a conscious consumer behaviour, give that the respondents filled out a questionnaire, therefore attributes such as design of the packaging might play a larger role subconsciously and should not be ignored in the marketing efforts. More research should be done to find out more above unconscious consumer behaviour
- Muller does have a fair chance of gaining market share, since the brand in the decision of purchasing a yogurt is a neutral factor for all ages except 41+. Therefore, Muller should focus on the younger generation and learn to speak their language in marketing campaigns, refresh their status
- Since brands, that present their name in English are perceived as more expensive than brands that spell their names in Hebrew, Muller should consider changing their brand name into Hebrew, in Israel, given that consumer are quite price sensitive and also perceive price as third most important when purchasing yogurt. To change the perception of Muller as more expensive than their competitors, spelling their name in Hebrew could significantly change that.
- Also taste is very important to the respondents and we found out that Muller indeed is perceived as very tasty. Hence, the ingredients are fit for the Israeli market. Therefore Muller does not need to invest more money into taste research.
- It was interesting to see that half of the respondents were students and single and what is important to them as well as their perception. For Muller it is essential to realize they are not sending out a clear message to the young people. They are not associated to nature and not part of the young adults life. We found out that people do value natural ingredients as well as care about their health. Therefore Muller could take the challenge upon them to address students specifically with relevant products and a clear message to increase their market share.
- It should be kept in mind that a larger sample with emphasis on families or smaller children, results might vary strongly. What we can recommend from this survey is that there is indeed a target in the young adults, but the angle Muller is approaching them is not right. A new and stronger attitude needs to be formed towards yogurt in general and a special connection should be created to Muller.

III. Part C

1. Concept description

a. Preliminary Strategies

The Marketing activities are based on our three preliminary strategies:

a. **100% Natural**

We want to remind consumers that nature provides the best of all worlds combining beauty, taste, health and fun.

b. **A Müller a day**

Incorporating Müller into the daily life of consumers both by educating the public as to the nutritional value and by integrating the Müller brand more into Israel and Israeli society.

c. **Everyone deserves Müller**

Increase the reach of Müller 's products by targeting new demographics (primarily a younger demographic).

b. Marketing Campaigns

100% Natural

For our first Strategy, our main focus is on a specific campaign to be launched for Tu B'Shvat. The main idea is an interactive video that will be posted on the Internet such as on social networks, YouTube or the company website. This video will ask users to "Choose the way you want to give back to nature". Three options are:

1. Donate directly to Keren Kayemet Leisrael to plant a tree in Israel
2. For each Müller consumed helps plant a tree
3. Join Müller on Tu B'Shvat with the whole family to plant and clean the Carmel forest

Allowing the customer to interact with the advert will remind and educate the customer about giving back to nature via Müller in addition to the fact that to more media exposure via social network.

In addition, to further pursue the 100% theme, non-conventional street advertising can be placed. For the summer, the most relevant spot in Israel is the beach. Here, Müller can place bins that look like a Froop yoghurt and therefore not only remind the audience of Müller being everywhere but also Müller coming to where the Israelis are and helping to keep the country clean. Another suggestion instead of the bins could be sending out a “Müller team” that keeps the beach clean in a Müller uniform setting a great example what it means to give back to nature, showing the people their active involvement and reminder the people about the brand wherever they are.

It is also important, in order to stand behind giving back to nature, to educate the consumer about the company’s corporate responsibilities, that their factories use green energy and recycle all their waste. This can be tied to social media by either tweeting or showing on the facebook page how much Müller is saving on energy and how much the factory is recycling.

Everyone deserves Müller

This strategy is trying to reach out to all the Israelis and increase the reach of Müller products. First of all it is important to be seen as part of the Israeli society as well as the culture to become part of the people. Hence we want to promote the idea of “Müller has made Aliyah”.

One of the main changes that can be made to promote this concept is to change the language of the Müller brand to Hebrew.

Even though the results of our Marketing research are not reliable, we still think that the perception of price as well as the feeling that Müller is a foreign brand can be reduced through this as is speaks the language of the country and becomes closer to the culture.

Another suggestion to get people to feel that Müller yoghurt is for Israel is the utilization of the Tara brand.

The same way, Strauss has a small sign of their packages of yoghurt in addition to the Danone sign, Müller can do the same for people, who do not know, where Müller belongs to. It will be helpful to find a connection as Müller is then not seen as a product that is just being imported but instead is part of Israel as it is here produced and belongs to the dairy brand of Tara.

Another main factor that is still part of "Everyone deserves Müller", is educating the consumer. Müller is highly involved in the Israeli economy, making a lot of effort to help the country and being involved but if we do not tell the people, how could they know? Instead of just pushing out the information, advertising it in a playful manner that would educate the audience and clear up the "foreign" image of Müller.

The idea is to place large billboards, three in a row at a place, where there is high traffic. The first billboard could be a cow that is blue and white, like the colors of Israel but nobody still understands what is going on. The billboards just have a small Müller sign in the right corner. The second billboard can say something like:

“Did you know… that Müller is working with 130 farms and Kibbutzim in Israel?” And the last Billboard just shows a Müller yoghurt such as Froop. Without sounding as the “hero” of the country, the brand will educate the consumer in a playful and accessible way bringing across the right message.

A Müller a day

This strategy tries to integrate the Müller yoghurt into the daily nutrition of the audience and teach the consumer the nutritional value of their products and integrate them more into Israeli society.

This strategy mainly focuses on the packaging of the products, which do not encounter any change of the products itself bit simply the way they are presented. To promote the daily consumption, an eight pack of Müller yoghurts can be sold in a week-day packaging:

Every yoghurt is meant for another day of the week but what to do with the 8th, the Müller day yogurt? Here, a social media campaign can come into place, encouraging the people to post a picture on Müller’s Facebook group, where and when people ate their 8th yoghurt. Prices can be won such as a Müller care package for the most extraordinary picture.

Also children should get more into the focus of the Müller brand with specialized packaging. One Müller yoghurt might be too large and not tempting for a little child of 5 years old. Smaller, kids-sized packages with a figurate that speaks to the young audience will catch more their attention. This figure, representing Müller to the young audience might even develop an application with games, where kids can collect codes that are hidden in the inside of the smaller yoghurt cups to collect points. Everything that actively includes the audience and speaks to the relevant audience in the right way, will bring the consumer closer to the company and form a stronger relationship and a regular yoghurt consumption.

Another packaging option is to add a **Daily Dosage Label,** meaning, nutrition such as part of the daily nutrition. This allows the consumer to feel that yoghurt is a necessity for a healthier lifestyle.

We believe that these marketing campaigns will strongly change the price perception of Müller, while keeping their high quality standard that people see in the brand. These campaigns will also educate the consumer and include into the Israeli daily life as a brand with a strong connection to Israel and the people and a clear and meaningful message. All of the campaigns go kind of together, addressing the main issues of perception, unclear message und not being part of the Israeli society. All of these campaigns will help to increase the market share of Müller and decrease the issues addressed.

2. Specific objectives

We decided on three main specific objectives that will benefit Müller most in the ultimate goal of increasing market share.

a. Perception (price)

Since people regard Müller yoghurt as more expensive to other yoghurt brand, our first objective is to change the consumer's price perception of Müller.

b. Marketing differentiation

We want to strengthen Müller's brand differentiation. Even though Müller is trying to get across their image of 100% it seems, as the consumers have not completely taken it in and identify the brand with the image of nature. While Danone and Yoplait are set as health and fun, consumers do not really know what Müller stands for.

c. Incorporation into daily Israeli life

As we found out in our research (Part B), consumers do not regard yoghurt in general as part of their daily routine. Moreover they do not regard Müller as part of the Israeli culture and society but rather as a foreign product.

3. Metrics to measure effectiveness

Measuring the effectiveness of the marketing campaigns might not be completely accurate can be done though when it is about involving the audience. When it comes to the billboards we can calculate how many people a day pass the location of the billboard but it will not be possible to find out to what extend this billboard has affected the consumer to buy the product due to so many other factors. What can be done in such case are surveys at the point of purchase for example to find out the motivation behind the purchase. The effectiveness of interactive campaigns can be measured by monitoring how many people are participating. For the Tu B'shvat campaign we will see exactly how many people saw the video, pressed the button, shared it on Facebook or sent it to their friends. Also we will see, who uploaded a picture and see how involved the audience is. Even though this might not mean that the people go and purchase a yoghurt, which is what we want at the end of the day but even more important is, how many people are talking about the brand and feel there is a relationship between the Israelis and Müller, which eventually will lead to the daily inclusion of Müller yoghurt in Israeli life.

4. Marketing budget and allocation

With the information available to us, it is hard to estimate, how much money exactly should be allocated to the campaigns but we do believe there is a hierarchy of importance to where most of the money should be invested in. Müller is being very successful in investing money into their Marcom activities. We do believe though that the main budget allocation should be in the Tu B'shvat campaign and the rebuilding of the Carmel Mountain. This would not only include the consumer in the company but will also integrate Müller into the Israeli life, being a perfect role model of their main message "giving back to nature". This could really have the main affect in changing the perception of Israeli towards the Müller brand and should be pursued with care and enough budgets. Secondly, the billboards, to educate the consumer and the blue and white cow on places such as the Ayalon highway will need another chunk of budget and is therefore our second priority. These billboards will help educating the consumer about how integrated Müller actually is in Israel and become closer to the Israeli people. Now we believe, budget should be allocated for new packaging for kids as well as the weekday packaging to become part of the daily nutrition. The non-conventional advertising such as the “Froop bins” on the beach or allocated “Müller cleaner”, keeping Israel clean, costs money but is less of a priority and a much smaller investment. Social media mainly needs a dedicated employee, keeping the website as well as the social media pages updated and relevant. There might be somebody within the company who can do the job or somebody needs to be employed, who can be young or even a student gaining experience.

5. Target audience

Our Target audience have not really changed to who Müller is addressing right now but with some of our ideas we definitely trying to get more people involved, especially young people, who have no clear attitude towards yoghurt nor the Müller brand as well as the children, for who Müller seem to not yet offer daily products for and where the young audience feels addressed. The main target of Müller is the decision unit, who could be the child in a family or buying unit, living alone. Whoever it is, the person who decides at the end what is in the fridge is the decision unit, where most of the focus should be on.

Main Sources:

[1]Use article on YOGHURT AND SOUR MILK DRINKS IN ISRAEL

[2] Use article on Yoghurt – Israel (Euromonitor) for basic overview

[3] MarketLine Industry Profile, Dairy in Israel (February 2012)

[4] The 2006-2011 World Outlook for Ready-To-Eat Yogurt Desssers (Professor Phillip M. Parker, Ph.D.)

[5] The 2006-2011 World Outlook for Traditional Fruit Yogurts (Professor Phillip M. Parker, Ph.D.)

Müller Presentation by Müller Israel

Daytrip to Müller Factory

Appendix 1

Table referring to competitor analysis

	MÜLLER	DANONE	YOPLAIT
Market Share	11%	25%	23%
Major Customers	WOMEN BETWEEN THE AGE OF 22-55	MEN AND WOMEN BETWEEN THE AGE OF 22-55 WHO CARES ABOUT THEIR HEALTH	YOUNG CHILDREN AND WOMEN AGE 22-55
What do their customers think of them	PREMIUM PRODUCT, HIGH QUALITY, TREAT EXPENSIVE	HEALTHY YOGURT, AFFORDABE PRICES	FUN AND FRUITY EXCELLENT FOR CHILDREN
Price	3.84 NIS (Natural yogurt 200g)	3.82 NIS (Natural yogurt 200g)	3.82 NIS (Natural yogurt 200g)
Company	TARA	STRAUSS	TNUVA
Product Range	FROOP, BIANCO, NATURAL, MIX	BIO, GREEK, ACTIVA, FRUIT, CRACKLING	NATURAL, FRUIT, CRACKLING, KIDS
Product Quality	HIGH	HIGH	HIGH
Customer Loyalty	MODERATE	HIGH	HIGH
Brand Recognition	HIGH	HIGH	HIGH
Length of Time in Business	LESS THAN 5 YEARS	MORE THAN 5 YEARS	MORE THAN 5 YEAR
Advertising	MODERATE- LOW	HIGH	HIGH

Appendix 2

Questionnaire

1. מי רוכש יוגורט בביתך:
   a. אני רוכש יוגורט
   b. ההורים שלי
   c. בן/בת הזוג שלי
   d. השותף שלי
   e. אף אחד מאלו

2. באיזו תדירות אתם אוכלים יוגורט?
   a. אני לא אוכל יוגורט
   b. יומי
   c. שבועי
   d. חודשי
   e. מדי פעם, לא באופן קבוע

3. דרג את הפעולות הבאות לפי סדר חשיבות מדוע שתבחר יוגורט. (1 החשוב ביותר)
   a. טעם ______
   b. בריאות ______
   c. גודל מנה _____
   d. מראה חיצוני ____
   e. מרקם _____
   f. מחיר _____

4. לפי דעתך מה הוא הדבר הכי בריא ביוגורט?
   a. צריכת פרות
   b. צריכת סידן
   c. ויטמינים
   d. מרכיבים טבעיים
   e. חיידקים טובים

5. איזה מהדברים הבאים היית רוצה יותר ביוגורט שלך?
   a. צריכת פרות
   b. צריכת סידן
   c. ויטמינים
   d. מרכיבים טבעיים
   e. חיידקים טובים

6. ביום רגיל מתי אתה בדרך כלל לצרוך יוגורט?
   a. בוקר - לארוחת בוקר
   b. לפני ארוחת צהריים
   c. אחרי ארוחת צהריים - אחר הצהריים
   d. ערב לפני ארוחת ערב
   e. ערב אחרי הארוחה
   f. לפני השינה

7. עד כמה חשובים הדברים הבאים בבחירת יוגורט? (1 : חשוב מאוד
8. 5:לא חשוב)
   a. מחיר ______
   b. מראה חיצוני ______
   c. בריאות _______
   d. מרכיבים טבעיים_______
   e. שם מותג _________

9. דרג את בתי הקפה הנ"ל לפי כמה יקרים הם נראים לך
   a. ארומה
   b. ארקפה
   c. קפה יפו
   d. קפה קפה

10. עד כמה אתה מסכים/ לא מסכים שהמאפיינים הבאים מייצגים את היוגורט שלך (1 אני מסכים בהחלט - 5 אני לא מסכים בכלל)
   a. בריאות ______
   b. טעם נהדר______
   c. טבע_______
   d. המרכיבים הפעילים לבריאות______
   e. כיף_______

11. עד כמה אתה מסכים/ לא מסכים שהמאפיינים הבאים מייצגים את המותג מולר (1 אני מסכים בהחלט - 5 אני לא מסכים בכלל)
   a. בריאות ______
   b. טעם נהדר______
   c. טבע_______
   d. המרכיבים הפעילים לבריאות______
   e. כיף_______

12. עד כמה אתה מסכים/ לא מסכים עם המשפטים הבאים (1 אני מסכים בהחלט - 5 אני לא מסכים בכלל)
   a. יוגורט הוא חלק חשוב בתזונה היומית
   b. אכילת יוגורט מסייעת לבריאות שלי
   c. יוגורט היא אלטרנטיבה מצוינת לחטיפים וממתקים
   d. יוגורט היא תענוג עם טעם נפלא

13. בשישה החודשים האחרונים איפה ראיתם את המותג מולר?
    a. טלביזיה
    b. פרסומות בדרכים ותחנות אוטובוס
    c. מדיה חברתית
    d. דפס
    e. אירועי קהילה (TLV מרתון ...)

14. גיל ______

15. מין ______

16. מקצוע ___________

17. מצב משפחתי _________

18. מספר האנשים המתגוררים בביתך______