

A series of colorful icons including a purple grape cluster, a blue flower, a pink flower, two red cherries, an orange flower, a grey flower, and a red strawberry.

Chobani®

International Business Plan

Mound Westonka DECA

Mound Westonka High School

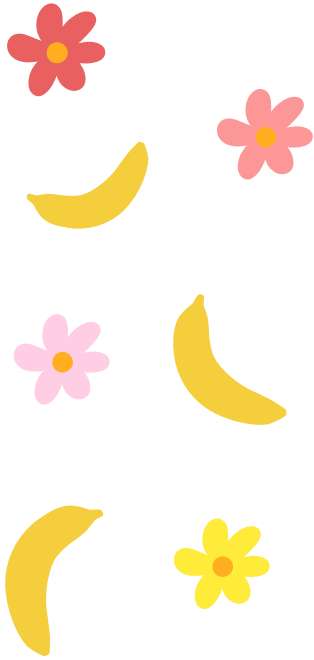
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I. Executive Summary

Where It All Began

Chobani started with a Turkish immigrant, Hamdi Ulukaya, who bought a failing yogurt factory in New Berlin, NY. After pooling his savings and getting loans to cover the initial purchase price of **\$700,000**, Hamadi grew his dairy empire to become the **#1 yogurt brand** in the U.S. Having been raised on a small dairy farm, he understood the crucial steps to making tasty yogurt. Chobani, a variation of the Turkish word *çoban* meaning “shepherd,” is reminiscent of his childhood as he had sheep and goats. Hamandi associated the word with the phrase “**shepherd's gift**”, meaning a gift without expecting anything in return. Moreover, the company initially gained popularity from its Greek-style yogurt; eventually expanding to its current array of products like dairy drinks, plant-based yogurts, high protein, low sugar, and probiotic options. Currently, Chobani is based in the US but has successfully expanded into eight different international markets, developing trade networks across Europe.



Description of Chobani Products



Chobani is a dairy company offering farm-fresh milk products, greek yogurt, oat drinks, and more! Chobani has over **40 different flavors** and **7 different product lines**, including its seasonal items such as Spiced Holiday Nog, Boston Cream Pie, and Confetti Birthday Cake. Along with lactose-free, plant-based, and gluten-free options available, it ensures everyone's dietary needs are met without compromising on taste, having something for everyone! Chobani is dedicated to creating products that are not just delicious but also nutritious by using **high-quality ingredients**. They even offer some products that contain up to 20 grams of protein and little sugar added, making it a great breakfast or on-the-go option for its target consumer.

Problem



Solution

Demand for Convenience - Recent trends in the convenience food market (premade/ frozen) show a projected growth of 5.7% by 2032; highlighting a demand for convenient options.

Diverse Dietary Needs - 50% of the Swiss population has dietary restrictions from either allergies, diets, or fads; this, paired with a rising demand for immune health and high protein options shows a need for more diverse food options.

Prevalence of Gut Disorders - With stress and poor diets contributing to rising gut issues like IBS and GERD, a healthy digestive system is key, with only 18% of the Swiss population consuming the daily recommended intake of fiber adding to the issue.

Chobani's Inclusive Packaging - Chobani offers convenient and healthy options like yogurt bowls and flips, perfect for both busy lifestyles and families as it eliminates the need to cook or prepare a meal saving time and effort.

Serving Everyone - Chobani offers a wide variety of products that are dairy-free, nut-free, gluten-free, as well as countless seasonal and limited edition items all while maintaining its silky-smooth flavor!

Chobani's Digestive Health Benefits - Containing probiotics and fiber makes Chobani a great choice for those struggling to maintain a balanced diet; with one cup containing 3 grams (or 12%) of your daily recommended intake!

Why Expand to Switzerland?

Favorable Trade Agreements

High Disposable Income

Z'nüni Culture

Switzerland's favorable trade agreements, which will give Chobani access to global networks. The country's framework removes barriers that preventing effective and fair trade. Although Switzerland is a smaller country, it's **7th in the world** for gross domestic product (GDP) and purchasing power parity (PPP). Current yogurt brands in Switzerland only offer a limited variety with a more traditional set of flavors, whereas Chobani has over **40 different products, textures, and flavors**. Another big part of what makes Switzerland perfect for this expansion is the Swiss diet, including a mid morning snack referred to as "**Z'nüni Culture**" aligning perfectly with Chobani's convenient packaging, making it an ideal fit for this market.

Customer Segments

Demographics

- Gen Z and Millennials Families
- Health Conscious Consumers
- High Income

Geographics

- Zurich and Geneva
- High Commuter Cities
- Family Oriented Communities

Psychographics

- Health Focused
- Eco-Conscious
- On-The-Go Lifestyles
- Values Transparency

Behavioral

- Strong Brand Trust
- Frequent Buyer
- Fitness Fanatic
- Z'nüni Culture

Erika



- Millennial
- Age: 41
- Mother
- Naturalized Citizen
- Income - \$110,000
- Health-Oriented

Switzerland's high standard of living is reflected in consumers' buying behaviors and their willingness to pay up for premium products. Roughly 55% of the Swiss population is made up of health-conscious consumers. Targeting of these **health-focused individuals**, who live fast paced lifestyles in urban environments, will provide ample sale opportunities. Our secondary market is made up of families who have a growing interest in nutritious food options; Chobani is a great option for kids because of its **health benefits and fun flavors**.

Unique Value Proposition

Product Innovation

New product releases has allowed Chobani to maintain high brand loyalty and run efficient marketing. By offering a versatile range of products, Chobani consistently meets the evolving preferences of its consumers, ensuring they keep coming back for more.

Social Impacts

Chobani holds a strong brand image through its various endeavors such as donating 20 million servings of food, actively fighting against child hunger, and promoting community wellness.

Sustainability Commitments

Chobani is on the path to 100% renewable energy and reducing their carbon footprint by 25%. While also promoting biodiversity through crop rotation, reduced tillage of land, agroforestry, and are aiming to make 100% of its packaging recyclable by 2025.

Possible Expansion of Product Line

Chobani was **founded 20 years ago** and has since gained attention for their limited edition items. When Chobani releases new flavors, it generates interest and increased demand. So, we'll be adding new flavors tailored to the local market Chobani will be entering. This leads us to introduce "**Lemon Ricotta**." The combination of ricotta cheese and citrus borders health trends while still focusing on simple and fresh ingredients. This new flavor will be incorporated into Chobani Flips along with its various other yogurt products, setting Chobani apart from its competition and establishing itself as a leader in the **Swiss yogurt market**. Lemon Ricotta is just one of example of a new flavor well be introducing to Switzerland!



Channels

Distribution Channels

Quick-Service Restaurants - Chobani plans on tapping into niche markets like coffee shops, juice bars, bakeries, Ski cafeterias, and cafés.

Corner Stores - Chobani wants to bring its variety to products to corner stores thereby reaching a wider customer base filling gaps in the Swiss market.

Supermarkets - Chobani wants to sell through large retailers like Coop or Migros in order to gain benefits such as Migros Online, Switzerland's largest online shopper.

Marketing Channels

Influencers bringing a fresh flair to Chobani's brand



Utilizing **public transport** to stir it up!



Partnering with local businesses adding value to a brand



In-store pop-ups creating excitement and buzz...



Our Ask



Chobani is requesting a **\$450,000** investment from the bank at an interest rate of **5.75%** to be repaid in the course of 5 years. This investment will support Chobani's expansion into the Swiss market and will be aimed at taking advantage of the growing demand for premium health-conscious food products. The **\$450,000**, along with **\$300,000** of personal investments, will be used to help cover startup costs, establish a distribution channel, introduce a new product line, and, launch the "Chobani Topping Bar" campaign.

Detailed Financials (USD)

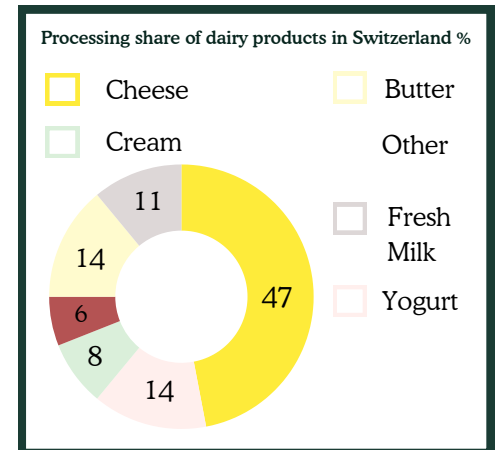
Looking at our detailed financials [page 15], Chobani's total expenses for the first year add up to **\$32,350,396**, going towards human resources, distribution, and acquisition costs. Chobani's first-year gross revenue is projected to hit **\$39,380,000** through business-to-consumer (B2C), business-to-business (B2B), private label manufacturing, and co-manufacturing. Therefore, Chobani's net income for the first year will sit at **\$7.03 million**. This means that Chobani will have a positive net income for the first year because of its strategies and customer gains; our first year success will be projected to secure to a **17% revenue** increase in our third year, with Chobani expected to become a leading yogurt and dairy brand in Switzerland.

II. Analysis of the International Business Situation

A. Economic, Governmental, & Legal Analysis of Trading Country

1. Trading Country's Economic System

Switzerland is one of the world's wealthiest economies, with the 7th highest GDP per capita valued at USD \$884.9 billion. Part of Switzerland's success can be put on its free market economy, allowing new businesses to thrive, leading to new jobs and the expansion of private ownership. Switzerland has an increasingly competitive economy, which has led to lower prices and higher quality products. Moreover, Switzerland has favorable foreign investment policies offering large tax exemptions. According to The State Secretariat for Economic Affairs (SECO) income from foreign direct investment stands at more than USD \$91 billion, which is roughly 11% of its total GDP. Currently, Switzerland's main trading partner is the European Union (EU); with the United States trading more than \$210 billion in goods and services. Switzerland imports nearly 150,000 tons of dairy products annually showcasing a high demand for quality dairy products like yogurt. With the Swiss yogurt market projected to reach USD \$1.2 billion by the end of the decade reflects an annual growth rate of 1.94%.



2. Switzerland's Governmental Structure and Stability

Federal Constitution

Switzerland is renowned for being one of the most politically stable countries in the world. A key factor in Switzerland's success can be placed on its federal constitution leading it to the development of their **modern federal republic** government model; this gives political power to the public through representatives.

Neutrality Policies

Switzerland's neutrality policies, going back to World War I, have fostered political stability and helped the country **avoid economic destruction**. This principle has been a source of peace in the EU while still ensuring the country's economic independence.

Direct Democracy

An aspect that separates Switzerland from most countries is their unique government structure. Swiss residents make decisions on policy initiatives without an elected body. This form of government ensures that power is shared equally between all levels of government. Instead of a president or prime minister, Switzerland's executive branch is represented by a **Federal Council**, holding seven members, playing a major role in the country's political stability.

3. Switzerland's Laws and/or Government Agencies Affecting Trade

Trade agreements and laws are especially important to Switzerland as it gives them access to global networks. The country's framework surrounding trade ensures fair business practices and removes barriers preventing effective commerce. Moreover, Switzerland's open trading will allow Chobani to have a smooth transition into this new market.

The **World Trade Organization (WTO)**, which sets global regulations for trade, will impact Chobani's operations by allowing for more predictable trade. This is accomplished through lowering trade barriers and promoting more market access. Being that Switzerland and the US are members, both countries will reap these benefits. In addition to the WTO, the Swiss benefit from **The Agreement on the Application of Sanitary and Phytosanitary Measures (SPS)**, a treaty between all WTO members that provides and enforces food safety standards; the SPS will ensure customer trust allowing chobani to integrate into this market.

B. Trade Area and Cultural Analysis

1. Geographic and Demographic Analysis

Switzerland is a relatively small country covering only 15,940 square miles, similar to the American states of New Hampshire and Vermont. However, what it lacks in size, it makes up for with its prosperous economy, ranking **7th in GDP and purchasing power** per capita, according to Forbes. Because of their lack of natural resources, Switzerland developed a strong industrial sector that produced various goods like foods, textiles, pharmaceuticals, and more! This has increased the number of **skilled workers** and improve trade relationships. Switzerland is also home to the Alps, which contains the highest peaks in Europe, reaching over 15,000 ft and covering more than 70% of the country. Because of its mountainous terrain, only 8% of the country is settled, an area that holds three-fourths the population. Leading the largest cities, Zurich and Geneva, to become highly urbanized and maintain an **exceptionally high literacy** rate of 99% compared to the US, which currently stands at 79%. Because of a Switzerland's condensed population marketing and operations will be much cheaper. Moreover, Switerland is also home to one of the highest **life expectancies** averaging 83 years old. This is most likely due to its high standard of living and strong healthcare initiatives. Their high standard of living created a growing awareness for mental and physical health. The World Health Organization ran a survey finding that 76% of Switzerland's population work out regularly and 64% participate in recreational sports, which is projected to increase within the next few years.



Competitive Advantages and Disadvantages

Advantages: Switzerland's main trading partner is the European Union, with a large part of their imports coming from EU members; so it's reasonable to believe that bringing a US company like Chobani could fill gaps and **attract customer interests**, especially when Chobani brings added benefits that its competitors don't. Switzerland's largest yogurt brand, Toni only offers five roducts, whereas Chobani has 7 different product lines with more than 40 different flavors! Some of Chobani's most popular products are seasonal, which would give it a competitive edge if brought to Switzerland because of their commitment to popular holidays like Christmas. Moreover, Chobani is a **fast and convenient** form of energy with low sugar and amazing flavor, perfect for a fast-paced and health-oriented lifestyle. And Z'nüni culture, the Swiss tradition of a mid morning snack, furthers the growing need for more healthy on-the-go options.

Disadvantages: Although Switzerland lacks the wide variety we enjoy in the US, yogurt brands like Danone, along with a few others, have a **strong brand image** that are easily recognizable. Because of this, Chobani would need to highlight what makes the brand different, to persuade consumers to choose them over their current product selections. Another obstacle is Switzerland's **high living costs**; although workers enjoy making some of the highest average wages in the world, they also have to deal with high living costs. So, Chobani would need to compete with local brands that offer lower prices while also competing with private label companies that make and sell under the same company and are generally found to be cheaper.

2. Analysis of Potential Locations



Zurich: Home to the largest and most diverse populations in Switzerland, which allows for a wide range of palates and preferences. Zurich has a **high disposable income** when compared to other cities because of its **international presence** tied to the financial and tech industries. The city is located near the border of Germany and Liechtenstein, providing crucial trade connections with Europe allowing it to be a **hub for international trade**. Additionally, Zurich is also a tourist destination, hosting nearly 10 million people a year from places like the US, UK, and China, furthering the potential market.

Geneva: With a dedication to health and wellness Chobani's values align perfectly with this bustling city's needs by offering convenient, low-sugar, and high-protein options. Geneva also has a highly skilled workforce with some of the **top schools** for finance, engineering, and international relations. Like Zurich, Geneva built a strong international base, being the headquarters to some of the largest organizations in the world, like the International Red Cross and United Nations. The city's international nature also means most of the population is fluent in English which makes operations easier and creates a **submarket** of consumers who might already be familiar with the brand. Finally, its proximity to France gives this location a foot in the door to the **French market**.



III. Problem

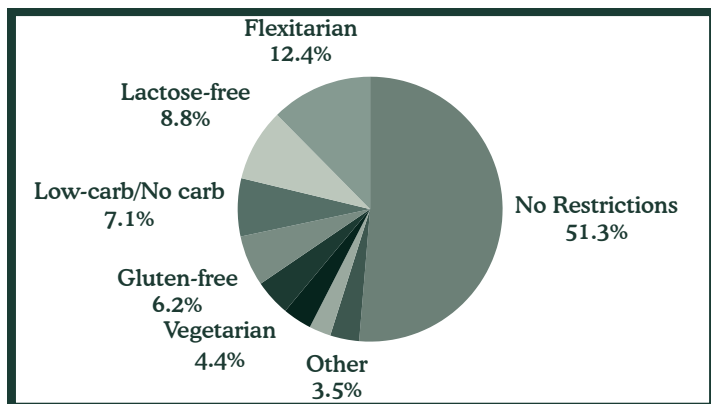
Demand for Convenience

Approximately 80% of the Swiss population is a part of the working class with many living active urban lifestyles that makes it hard to enjoy healthy options when on-the-go. This problem highlights a need for convenient ready-to-go options that will allow people to manage their time while still maintaining a balanced diet. Recent trends show an **increasing demand in the convenience market**, with more people buying pre-made and frozen meals. The IMARC Group found a projected growth rate of 5.7% compound annual growth rate (CAGR) in fast food consumption between now (2025) and 2032. This demand for convenience and the need for healthy options emphasizes expanding room in the food industry to accommodate consumers without compromising on quality or taste.



Diverse Dietary Needs

Switzerland's need for more diverse food options has been on the rise in recent years driven by social media; with platforms like Instagram, TikTok, YouTube, and Facebook spreading ideas about the ever evolving area of health and wellness, influencing customer purchasing. According to Swissinfo (SWI) recent trends have shown dietary restrictions like vegetarianism and veganism growing in popularity. Additionally, many Swiss residents have **specialized diets** due to health conditions or personal preference.



Intermountain Health reported that 20% of the Swiss population is **lactose intolerant** which doesn't include those who follow a lactose-free diet or have other restrictions like gluten-free or nut-free. Dietary restrictions shape customer behavior, especially after COVID-19, as many have rethought their lifestyle choices and reconsidered consumption patterns. All things considered there's been an increasing need for clear labeling and transparency with expanding dietary resections limiting many.

Prevalence of Gut Disorders

In everyday life, having a healthy digestive system is crucial; it not only affects your day-to-day life but also plays a role in your **immune system and mental health**. The National Library of Medicine conducted a study called "The burden of gastroenteritis in Switzerland," which concluded that every year, each person will experience between .3 and 1.5 episodes of Acute Gastroenteritis (AG), which can cause symptoms like diarrhea, vomiting, and abdominal pain. With 11% of patients developing **irritable bowel syndrome (IBS)** from AG. And these numbers are on the rise fueled by added stress. The University of Bern and Zurich University of Applied Science found that over 30% of working adults feel emotionally worn out. This is relevant because stress is a major influence on stomach and gut disorders like **Gastroesophageal reflux disease (GERD)**; GERD is the overproduction of stomach acid that, if uncontrolled, can inflame your esophagus, cause a feeling of shortness of breath, heartburn, and difficulty swallowing. However disorders and stress aren't the only triggers, dietary changes are also something to consider when it comes to good gut health; with reports from the Swiss Nutrition Society showing a lack of fiber being consumed; only 18% of the population meeting the recommended daily fiber intake. This could be attributed to a lack of important food groups, replacing whole foods with processed foods, or dietary restrictions limiting options.

Nutrition Facts

About 5 servings per container
Serving size 3/4 cup (170g)

Amount per serving
Calories **130**

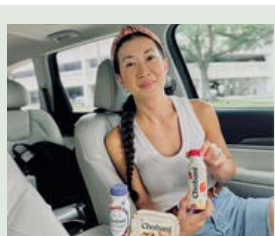
| | % Daily Value* |
|------------------------------------|----------------|
| Total Fat 0g | 0% |
| Saturated Fat 0g | 0% |
| Trans Fat 0g | |
| Cholesterol 10mg | 3% |
| Sodium 65mg | 3% |
| Total Carbohydrate 16g | 6% |
| Dietary Fiber <1g | 3% |
| Total Sugars 14g | |
| Incl. 10g Added Sugars | 20% |
| Protein 14g | 28% |
| Vit. D 0mcg 0% • Calcium 169mg 15% | |
| Iron 0mg 0% • Potas. 220mg 4% | |

*The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

IV. Customer Segments

Sample Customer Profiles

Erika



- Millennial
- Age: 41
- Naturalized Citizen
- Mother
- Income - \$110,000
- Health Oriented
- Suburban Lifestyle

Niklaus



- Gen Z
- Age: 25
- Man
- Fitness fanatic
- Income - \$85,000
- Single
- Urban Lifestyle

Target Market Description

Chobani can effectively meet the needs and preferences of a diverse range of Swiss consumers by primarily targeting health-conscious adults in urban cities who prioritize convenience, quality, and transparency.

Demographics

- Ages 25-45
- High income
- High school graduate
- Time Constrained

Geographics

- Zurich and Geneva
- High commuter cities (city)
- Proximity to local corner and grocery stores

Psychographic

- Health focused
- Eco-conscious
- Busy, on-the-go consumers
- Values transparency

Behavioral

- Enthusiastic about health
- Strong brand trust
- Frequent buyer

Secondary market

Our secondary target market is made up of young families with children. Many Chobani products are tailored towards children being packaged with bright colors and having fun flavor combinations like cookies and cream or cookie dough! These fun flavors are meant to get kids excited about eating yogurt and the parents happy about healthy macros; with Chobani Flips containing over 10g of protein. Targeting the suburbs of Zurich and Geneva will save Chobani money by marketing to a small area and focus its marketing efforts to create localized campaigns. This will make ads more effective and help strengthen relationships with retailers and consumers.

Why This Target Market?

Health-conscious consumers comprise roughly 50-60% of the Swiss population, representing a large and expanding market for health oriented products like Chobani. Since Switzerland has a higher standard of living, its buying behavior reflects that with more consumers willing to pay up for high quality premium products that offer added benefits. Benefits such as better nutrition, high protein, low sugar, and dairy alternatives which is exactly what Chobani provides. So with Chobani's high quality ingredients, natural sourcing, and clear labeling, Swiss consumers are likely to spend more on products that they know they can trust. Urban residents aged 25-45 are active on social media and because of that are exposed to new health trends; this growing want for better options has led this group to value healthier options and developed a

growing interest in nutrition. Well also be targeting families in suburban areas with a higher disposable income. Swiss Health conducted a survey recording that over 50% of Swiss parents expressed concerns about food products they feed their children, specifically snack and dairy products. Highlighting healthy options is a priority for many families. Similarly, urban cities in Switzerland, such as Zürich and Geneva, would also be beneficial locations for Chobani to be present in. These locations have higher densities of supermarkets, grocery stores, and quick serve restaurants that cater to health-focused individuals, allowing Chobani to reach its intended target market. With high average income levels this allows them to focus on premium brands and higher quality items. Similar trends reveal demand for sustainable foods, with Switzerland's organic food market reaching over 4.4 billion USD in 2021, showing potential for premium products.



V. Unique Value Proposition

Chobani's Philosophy

"From the ingredients we use to the people who make it, to the exact process by which we produce our food, our philosophy is simple: make delicious, natural, nutritious, and accessible food for more people. It's always been about more than yogurt"
- Chobani

Why is Chobani Different?

Social Impacts



Not only does Chobani make some of the highest quality and nutrition products, but they also actively engage in public work projects tied to community wellness. Chobani's main goal isn't just to make a profit but to make a difference to the people they serve. Chobani's commitment to their community sets them apart, driving success by improving their brand image. Chobani has donated more than **20 million servings of food** through its social impact programs. By purchasing Chobani, you're not just getting a delicious snack but are actively engaging in the **fight against child hunger!** Current campaigns like "Chobani Champions" are empowering local farms and communities through providing financial support and expanding educational resources. From volunteers making food hampers for flood-affected communities in

Australia to teams centered around equality Chobani doesn't settle. Like the "Love comes in every flavor" campaign which is a statement expressing support for the LGBTQ+ community. With Chobani's most recent mission engaging in the Tent Partnership, a program that connects refugees with mentors to help them find work and go through the proper training to make a more productive work force.

Chobani stands apart from other yogurt brand because of its wide selection of unique flavors and unforgettable packaging. With basic staples like their famous greek yogurt creating a solid foundation to build their flavor arsenal. Expanding to fruity and sweet combinations like key lime, pomegranate, and even red velvet! With so many products Chobani can cater to different consumer needs, this segmentation has allowed Chobani to create successful marketing campaigns at a fraction of the cost. And their constant release of new products ensure that customers never get bored keeping the brand fresh; this tactic keeps customers coming back for more.

Innovation



Sustainability Commitments



Chobani is dedicated to sustaining 100% renewable energy at all of its manufacturing facilities and plans to reduce its carbon footprint by 25% and make **100% of its packaging recyclable** by 2035. Chobani shows its commitment to the environment by promoting **eco-conscious agriculture** practices like crop rotation, reduced tillage of land, and agroforestry, all of which are actively helping to remove carbon in the soil and improve biodiversity. Chobani puts an emphasis on sustainability by working with local farmers for ethical milk sourcing and responsibly sourcing ingredients like fruits, oats, and vanilla. Their commitment to the environment has had positive impacts on its image, drawing more people towards the brand and reduced the need for heavy marketing activities.

VI. Solution

Chobani's Inclusive Packaging

Switzerland has an apparent lack of convenient options that provides Chobani an opportunity. Chobani has convenient, **on-the-go options** that align with the fast-paced lives of Swiss consumers. Having a large range of different flavors and dairy products like yogurt bowls, smoothies, parfaits, and oat milk in packaging meticulously designed for convenience. All of these products are nutritious and **promote future health**. One example is Chobani Flips, which offers delicious yogurt and a perfectly paired side to match. This eliminates the need for bowls and preparation allowing consumers to eat wherever! Putting these types of products in Switzerland will make it easier to maintain a balanced diet while still feeling like they're having a sweet treat or healthy snack. However, Chobani also sells yogurt cups in larger packs of either in 8 or 4, which is cheaper and easier than buying them individually. Many of Chobani's potential competitors only sell cups individually making it a less affordable option for family's or yogurt lovers. Ultimately, having healthy options that you don't need to cook or prepare is necessary so to not take up too much time or effort.



Serving Everyone

Chobani will stand out because of its variety and **innovative dietary solutions**. Unlike other dairy companies in Switzerland, Chobani has countless seasonal and limited edition items like pumpkin spice in the fall and peppermint perfection in the winter. They also have a variety of dairy-free, non-fat, plant-based, sugar-free, probiotic, lactose-free, and high-protein options. With so many dietary restrictions, **clear and transparent labeling** allows Chobani to gain consumer trust. One of the biggest reasons Chobani has been able to succeed is because of its wide variety of options tailored to different groups, giving a leg up against potential competition



Chobani's Digestive Health Benefits



Chobani isn't just a healthy breakfast or midday snack; with **probiotics** Chobani will improve your gut health. Containing live cultures, Chobani can deliver essential bacteria necessary to maintain your digestive tract, support your gut, strengthen your immune system, and soothe diseases like IBS, acute gastroenteritis (AG), and gastroesophageal reflux disease (**GERD**). It also provides fiber that is necessary to maintain a healthy digestive system! Chobani Greek yogurt protein cups have 3 grams of fiber, making up for 12% of your daily recommended intake.

This makes Chobani a convenient and delicious way to get fiber and start your morning. Many people in Switzerland have restrictions keeping them from achieving their daily recommended nutrient intake, thereby preventing their digestive system from working properly. According to The University of St. Gallen, almost **30%** of the population has dietary restrictions of some kind not counting those who follow a restrictive diet. So, being able to access more wholesome food options and simple ingredients is a much better way to fuel your body and **promote future health**.

VII. Channels

Channel Performance Assessment

Chobani has launched in 6 countries across 3 continents: Malaysia, Singapore, Mexico, USA, Canada, and Australia. Successful launches give us insightful background to bring Chobani in with a bang! Similar to Switzerland, Australian consumers **value high-quality ingredients and sustainability**, as highlighted in Monash University's behavioral study on Australians' attitudes toward shopping. This is one of the many reasons Chobani is taking over as one of the top yogurt brands in Australia and one reason why Chobani is projected to succeed when expanding to Switzerland. Moreover, Chobani is typically bought in physical stores while still offering online options; this is important because the Swiss population typically goes grocery shopping every few days. After all, many residents prefer fresh foods that are similar to **market-style shopping**. Statista highlighted that the Swiss grocery industry is valued at **USD \$45 billion dollars** with two major supermarket chains, Migros and Coop, holding **70% of the market share**. Thereby, Chobani would have large distribution networks to rely on and gain customer trust through established brands.

Distribution Channels

Supermarkets



Chobani is mainly sold in supermarket chains like Target or Whole Foods. Chobani has already been successful selling through large retailers. Continuing this would be beneficial, especially when considering two companies hold up to 70% market share of the grocery industry. These two major competitors are **Coop and Migros**, making a combined total of UDS \$78 billion in revenues. Placing products with larger supermarkets offers more benefits. Migros Online, which is the leading Swiss online market offering items from frozen foods to home essentials. **Migros Online** has made more than USD \$4 Billion and grew by 10% this past year. Moreover, we intend to use a 3rd party distributor to deliver our products such as CH Robinson. These local partnerships will increase product visibly and foster community engagement.

Quick Serve Restaurants



One **niche market** Chobani needs to hit is quick-serve restaurants, which would include but are not limited to coffee shops, juice bars, bakeries, ski cafeterias, and caf  s. This new market would offer a valuable opportunity to target health-conscious and time starved consumers. Chobani's products will add healthy options and variety to what's currently there. Additionally, **local partnerships** will increase the brand's image and encourage consumers to try something new! This would be a form of impulse marketing that aims to push customers toward an unplanned purchase by adding a sense of urgency. It would be especially successful due to the newness and attractive packaging.

Corner Stores



During this expansion, we plan to bring Chobani into corner stores. One problem previously mentioned was that Switzerland is facing a lack of diverse snack options that offer decent macros and aren't overly processed. Chobani solves this by bringing its variety of products to corner stores, simultaneously reaching a wider customer base. This change would bring Chobani to the customers instead of making them come to the product, a strategy that would allow us to reach new sales and **fill gaps** in the Swiss market.

Marketing Platforms

To ensure Chobani's successful expansion to Switzerland, we have meticulously and thoughtfully created the “**Chobani Toppings Bar**,” an integrated marketing campaign that will reach new customers while simultaneously building brand awareness. This campaign is separated into four categories, each corresponding to a different topping and its related marketing tactic. These include influencer collaborations and social media marketing, local partnerships, public transportation ads, and in-store experiences.

Campaign Breakdown

Berries that Sweeten the Conversation

Influencers bring energy and a fresh flair to a brand, similar to how fresh berries elevate an already delicious cup of yogurt. Chobani needs to capitalize on its strong, established reputation of offering high quality and unique options to international markets through “**transfer of credibility**.” In market research, it refers to when a customer's perception of an influencer or celebrity transfers to the brand that they're promoting. This enhances the credibility of the business as a whole. Collaborating with influencers that promote health and wellness will reach our intended audience. We intend to implement region-specific sponsored posts because Switzerland has four official languages, so partnering with influencers from different cultural backgrounds will ensure inclusivity and success. **Dierdre Rae** is a German health and wellness influencer based in Switzerland offering training and diet tips; she will effectively expand Chobani to Zurich being that the area's spoken language is German.

Almonds Adding an Unexpected Crunch

Partnering with local businesses will add richness and value to Chobani; almonds do the same, adding a much-needed crunch to a smooth and silky yogurt. **Collaborating with local businesses** will not only increase consumer trust in Chobani but also prompt exclusive offerings; this is a strategy that creates a sense of scarcity for the product, knowing it will only be available for a short period of time. Local partnerships will lead to cross-promotions and be tailored to specific areas, making it more effective.

Cinnamon: Simple. Authentic. Effective.

Cinnamon brings spice, hitting every taste bud; this unexpected approach will make this campaign stand out! According to SwissInfo (SWI), 29% of Switzerland's population uses public transport, which is 2x more than the US. This makes utilizing **public transportation ads** a cost-effective and eco-friendly option while still following Chobani's sustainability pledge.

Pomegranate Seeds Bursting with New Ideas

Pomegranate seeds are bursting with flavor; just like how new product launches create excitement and a buzz for the brand! This delightful twist can be shown through unique marketing tactics and interactive experiences. In-store pop-ups and displays bring the consumer closer to the brand, particularly in high-traffic areas. In-store experiences will deliver a direct and effective way to engage customer interest and showcase limited-edition products! One example is a “**Build Your Own Essentials Parfait**,” where customers choose important aspects they feel are necessary to a business, with each element corresponding to a different topping. An example of this is that if someone values quality, they would choose the topping that represents this, like “dark chocolate”; dark chocolate is relatively simple and generally made high-quality ingredients. They'll learn how it relates to Chobani's values, encouraging consumers to actively engage with the brand while also giving Chobani valuable insights into what is important to their chosen audience.

VIII. Revenue Streams

Revenue Model

Chobani's main source of revenue will be the sale of its various dairy products through a secondary outlet to reach consumers. As a wholesaler, nearly all sales will be **business-to-consumer (B2C)**, selling products directly to consumers through platforms like supermarkets because Chobani products are marketed to individuals. However, Chobani will also deal with **business-to-business (B2B)** in the context of local partnerships. Additionally, Chobani's past expansions abroad established a strong base reducing the brand's reliance on a single market by marginalizing risks associated with economic fluctuations. This sets up Chobani to use its extensive production facilities to sell ingredients, like yogurt culture, along with other products to local businesses, restaurants, and manufacturers. Acting as a supplier to other brands, saving money by skipping packaging and shipping with no risk of turnover. Chobani will also act as a **private label manufacturer** for large retailers. This entails that Chobani makes yogurt for store brands, providing another large-scale revenue stream. Diving into these types of deals situated Chobani to take on **co-manufacturing agreements**, making a variety of dairy products for other brand names that don't have Chobani's production capabilities, showing Chobani's superiority in the dairy and manufacturing market.

Lifetime Values

Lifetime Value

Average Order Value × Annual Purchase Frequency × Customer Lifespan(yrs)

$\$2.50 \times 104 \text{ Units} \times 5 \text{ Years} = \$1,300$

Customer Lifetime Value

Lifetime Value x Profit Margin

$\$1,300 \times 28.63\% = \372.19

Chobani's estimated lifetime value (LTV) is \$1,300 per consumer during their relationship with Chobani, purchasing 104 units per year for 5 years based on consumer buying behavior trends. Along with having a high retention rate of 80%, consumers continue to buy from Chobani over their competitors because of the wide variety of products, brand loyalty, and high-quality ingredients. Using LTV can help a company gain important insights into **customer acquisition and forecast trends** to minimize the risk of over or under production. It can also be used to develop marketing and sales strategies, ensuring the most cost-effective channels are being used.

IX. Cost Structure

Acquisition Costs

Chobani will invest **USD \$97,500** in the Chobani Toppings Bar campaign to acquire **39,000** new customers during its international expansion to Switzerland. This results in an average customer acquisition cost of **USD \$2.50**. Public transportation ads and in-store pop-ups, although expensive, prove significant to revenue gains that will generate strong profits in the long run. Additionally, having influencer and local business partnerships will help make Chobani known to the Swiss market thereby increasing potential revenue.

| Customer Acquisition cost (first year) | Cost Per Unit | Unit | Total |
|--|---------------|------|-----------------|
| Influencer partnerships | \$2,000 | 10 | \$20,000 |
| Local partnerships | \$5,500 | 5 | \$27,500 |
| Public transportation ads | \$3,300 | 15 | \$15,000 |
| In-store pop-ups/experiences | \$7,000 | 5 | \$35,000 |
| Gross Acquisition Costs= \$97,500 | | | |

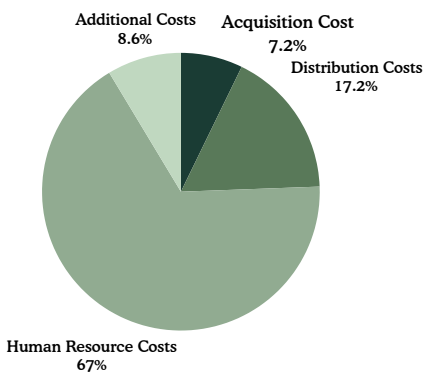
Human Resource Costs

The total estimated human resource cost for Chobani's expansion is approximately **USD \$905,000**. With a total start-up of **10 employees** to oversee the expansion; positions including sales and marketing, operations and logistics, finance and accounting, human resources, customer service, and legal. The human resource total cost will consist of the salaries for these employees, a combination of **3 part-time and 7 full-time**. With part-time employees making an average salary of \$40,000 and full-time employees making an average of \$85,000. Additionally, Chobani will have **2 international branch heads**.

who oversee the expansion: Sophia Kravchenko and Lauren Russ. Ensuring that operations run smoothly and all regulations/ laws are followed, therefore their average salary will sit at USD \$95,000 annually.

| HR Costs | Number | Salary Per Year | Total |
|---|--------|-----------------|------------------|
| Part-time Employees | 3 | \$40,000 | \$120,000 |
| Full-time Employees | 7 | \$85,000 | \$595,000 |
| Branch Heads | 2 | \$95,000 | \$190,000 |
| Total Cost of First Year = \$905,000 | | | |

Distribution Costs



Chobani will hire a **third-party logistics (3PL) company**, to help manage transportation, warehousing, and other distribution services for a reduced upfront cost of \$210,000 per year. A 3PL company such as CH Robinson will be responsible for transportation of products to supermarkets, convenience stores, and quick-serve restaurants, which will minimize Chobani's initial investments in fleet management. Lastly, 3PL will also help with order fulfillment, including labor costs and system management for packing and shipping. This will also allow easier adjustments in operations based on demand. Separate from 3PL, there

will be import costs such as value added tax (VAT) and customs duties. The VAT is the general consumption tax collected back by the Swiss government, which is 2.5% for food and drinks. This would make an added distribution cost of \$17,500, along with customs duties being about \$20,000 per year. Finally, the **Swiss Customs Compliance**, also known as a CBSP license, is required for selling goods in Switzerland, which costs \$5,000 per year. All of these together will cost a combined total of **\$232,500**.

Additional Costs

Expanding Chobani will have several additional costs. These costs will be associated with leasing office space and setting up utilities, equipment, and furniture. The graph shows the different cost structures chobani will need to handle including annual, monthly, or one time purchases! The leased office space will sit right outside Zurich's city limits, making rent much cheaper.

Necessary equipment that would need to be purchased include computers, printers, phones, servers, furniture, etc. Moreover utility costs like electricity, water, and internet are also included along with general office supplies necessary to support operations.

| Additional costs | Monthly | Annually | One Time Cost |
|---|---------|----------|---------------|
| Office Lease | \$4725 | \$56,700 | n/a |
| Equipment | n/a | n/a | \$27,000 |
| Furniture | n/a | n/a | \$15,000 |
| Office Supplies | \$320 | \$3,840 | n/a |
| Utilities | \$1,180 | \$14,160 | n/a |
| Total Cost of First Year = \$116,700 | | | |

X. DETAILED FINANCIALS

A. Projected Income and Expenses in USD

| Revenue | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total |
|-----------------------------|-----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|
| B2C Sales | \$320,000 | \$480,000 | \$650,000 | \$750,000 | \$900,000 | \$1,000,000 | \$1,100,000 | \$1,250,000 | \$1,400,000 | \$1,600,000 | \$1,750,000 | \$1,900,000 | 13,100,000 |
| B2B Sales | \$160,000 | \$270,000 | \$380,000 | \$470,000 | \$610,000 | \$790,000 | \$950,000 | \$1,150,000 | \$1,320,000 | \$1,580,000 | \$1,860,000 | \$2,240,000 | 11,780,000 |
| Private Label Manufacturing | \$110,000 | \$170,000 | \$220,000 | \$290,000 | \$360,000 | \$450,000 | \$550,000 | \$700,000 | \$880,000 | \$1,080,000 | \$1,350,000 | \$1,700,000 | 7,860,000 |
| Co-Manufacturing Agreements | \$90,000 | \$140,000 | \$190,000 | \$270,000 | \$340,000 | \$420,000 | \$500,000 | \$600,000 | \$750,000 | \$940,000 | \$1,100,000 | \$1,300,000 | 6,640,000 |
| Gross Revenue | \$680,000 | \$1,060,000 | \$1,440,000 | \$1,780,000 | \$2,210,000 | \$2,660,000 | \$3,100,000 | \$3,700,000 | \$4,350,000 | \$5,200,000 | \$6,060,000 | \$7,140,000 | 39,380,000 |

Expenses

| | | | | | | | | | | | | | |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Human Resources Costs (HR) | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$905,004 |
| Customer Acquisition Costs (CAC) | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$97,500 |
| Distribution Costs | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$232,500 |
| Additional Cost (incl. insurance) | \$58,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$236,196 |
| Depreciation | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$4,200 |
| Cost of Goods Sold (COGS) | 1,045,000 | \$1,235,000 | \$1,472,500 | \$1,634,000 | \$1,900,000 | \$2,185,000 | \$2,593,500 | \$3,230,000 | \$3,325,000 | \$3,895,000 | \$3,990,000 | \$4,370,000 | \$30,875,000 |
| Total Monthly Expenses | \$1,206,450 | \$1,354,450 | \$1,591,950 | \$1,753,450 | \$2,019,450 | \$2,304,450 | \$2,712,950 | \$3,349,450 | \$3,444,450 | \$4,014,450 | \$4,109,450 | \$4,489,450 | \$32,350,400 |

| Cash Flow yr-1 | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Beginning Cash Balance | \$750,000 | \$717,500 | \$778,000 | \$831,500 | \$885,500 | \$941,500 | \$1,005,500 | \$1,079,500 | \$1,160,500 | \$1,250,500 | \$1,347,500 | \$1,459,400 | |
| Gross Revenue | \$680,000 | \$1,060,000 | \$1,440,000 | \$1,780,000 | \$2,210,000 | \$2,660,000 | \$3,100,000 | \$3,700,000 | \$4,350,000 | \$5,200,000 | \$6,060,000 | \$7,140,000 | 39,380,000 |
| Bank Loan Investment | \$450,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$450,000 |
| Owner's Personal Investment | \$300,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$300,000 |
| Total Cash Inflow | \$1,430,000 | \$1,060,000 | \$1,440,000 | \$1,780,000 | \$2,210,000 | \$2,660,000 | \$2,900,000 | \$3,450,000 | \$4,350,000 | \$5,220,000 | \$6,060,000 | \$6,940,000 | \$40,130,000 |
| Human Resources Costs (HR) | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$75,417 | \$905,004 |
| Customer Acquisition Costs (CAC) | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$8,125 | \$97,500 |
| Distribution Costs | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$19,375 | \$232,500 |
| Additional Cost (incl. insurance) | \$58,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$16,183 | \$236,196 |
| Depreciation | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$350 | \$4,200 |
| Cost of Goods Sold (COGS) | 1,045,000 | \$1,235,000 | \$1,472,500 | \$1,634,000 | \$1,900,000 | \$2,185,000 | \$2,593,500 | \$3,230,000 | \$3,325,000 | \$3,895,000 | \$3,990,000 | \$4,370,000 | \$30,875,000 |
| Total Cash Outflows | \$1,206,450 | \$1,354,450 | \$1,591,950 | \$1,753,450 | \$2,019,450 | \$2,304,450 | \$2,712,950 | \$3,349,450 | \$3,444,450 | \$4,014,450 | \$4,109,450 | \$4,489,450 | \$38,795,204 |
| Ending Cash Balance | \$973,550 | \$423,050 | \$471,050 | \$886,050 | \$1,076,050 | \$1,067,050 | \$1,019,550 | \$1,140,050 | \$1,716,050 | \$2,446,050 | \$2,898,050 | \$3,549,950 | \$3,549,946 |

1. Description of Planned Growth

Once we have secured our financing in addition to the personal investments from both international branch heads we will have the necessary capital to scale operations; ensuring stability through our first year. This will help us meet our projected gross revenue of **USD 38.7 million** in the first year, with an ending cash balance of **USD \$3.49 million** and income of **USD \$7.03 million**. Investments will help acquire **39,000 customers** and expand Chobani's presence in Switzerland, creating a solid foundation for future growth.

2. Description of 3 Year Plan

1

Chobani's three-year plan for expansion into Switzerland will focus heavily on reinvesting 80% of earnings to **fuel growth**, strengthen operations, and successfully enter the Swiss market. In the initial three years, Chobani will prioritize building a strong brand presence and customer loyalty. The first year will involve substantial and **extensive marketing** campaigns, influencer collaborations, and in-store pop-ups to generate awareness of Chobani. Due to this, the marketing budget will be estimated at USD \$97,500 allocated for customer acquisition for the first year. Along with expectations to break even with a net profit of **7.03 million dollars** in the first year.

2

In year two, Chobani will focus on analyzing customer feedback and market trends continuously while introducing a new flavor line that **combines traditional Swiss flavors** thereby appealing to a wide range of consumers. Chobani will also prioritize expanding its market share by solidifying its position in the Swiss dairy market, operational efficiency, and refining logistics. Customer accessibility is another important aspect that Chobani will strive for by working closely with local distributors and retailers to help reach new sales and grow significant increase in cash flow.

3

By year three, Chobani will aim for profitability, projecting a **17% increase** in revenue. Reinvestments will be reduced to 50% of earnings, with the remaining funds being directed towards increasing cash reserves, addressing any unforeseen expenses, optimizing its operations, and increasing margins. By the end of year three, Chobani expects to be a **leading brand** in Switzerland, with a projected profitability of 26%, leading to expansion and long-term success in the Swiss market.

B. Proposed Plan To Meet Capital Needs

1. Personal and Internal Sources

The international branch leads of Chobani's expansion into Switzerland, Sophia Kravchenko, and Lauren Russ, will each contribute \$150,000 of **personal investments** from their own savings to support initial startup costs. This money will not have any interest or additional borrowing costs, allowing for flexibility during the early stages of market entry.

2. External Sources

Hamdi Ulukaya is Chobani's founder, CEO, and **majority shareholder**, which is the primary source of investment. According to the Harvard Business Journal, Hamdi was able to borrow the money to buy his first factory, and by the time his yogurt hit the market, he was able to finance its growth through loans and reinvesting profit. This **eliminated need for external investors**, venture capitalists, and acquirers, allowing him to remain the sole owner of Chobani. However, as the business grew, he gained two other major investors: Hoopp Capital Partners (the investment side of Healthcare Ontario) and FHU U.S Holdings LLC. The company has also raised funds through private equity firms and corporate debt. FOX Business reported that the company plans to go public with an initial public offering expected to be around \$100 million.

3. Return on Investment

Chobani will be requesting \$450,000 from the bank at an interest rate of 5.75% to be repaid in 5 years and cover initial manufacturing costs, distribution setup, and the costs associated with marketing and building brand recognition in the Swiss market. With monthly payments of \$8,592.47 for 60 months, the total repayment plus interest is \$509,548.16. Chobani will take advantage of government incentives for foreign businesses to extend the loaned money, an example being the **Research & Development (R&D) Tax Incentive**, a Swiss program focused on improving product offerings and expanding production innovation, which will help reduce operational expenses.

XI. Key Metrics

Chobani's key metrics will determine the rate of growth occurring during the international expansion. This will give Chobani an accurate picture of the projected success based on seven metrics. These seven metrics being revenue growth, customer satisfaction, sustainability impact, market share, brand awareness, product launch success rate, and inventory turnover rate. The benchmarks measure the key metrics for the first year.

| Metric | Equation | Benchmark | Why it Matters | How to Achieve |
|-----------------------------|--|---------------------------|--|---|
| Revenue Growth | $\frac{\text{Current Period} - \text{Previous Period Revenue}}{\text{Previous Period Revenue}} \times 100$ | 15% Growth | To understand if this expansion is financially successful. | <ul style="list-style-type: none"> Marketing campaign(Chobani Topping Bar) Strategic partnerships Tracking customer feedback |
| Customer Satisfaction | $\frac{\text{Satisfied Customers}}{\text{Total Surveyed Customers}} \times 100$ | 85% Satisfied | Customer loyalty, satisfaction, and gives feedback on how well Chobani meets consumer needs. | <ul style="list-style-type: none"> Loyalty programs Product quality & innovation Customer feedback loop Customer engagement |
| Sustainability Impact | $\frac{\text{Total Emissions in the Previous Year}}{\text{Reduction in Carbon Emissions}} \times 100$ | 7% Reduction in Emissions | To track Chobani's commitment to sustainability. | <ul style="list-style-type: none"> Eco-friendly packaging Energy-efficient manufacturing Public commitment |
| Market Share | $\frac{\text{Chobani sales in the Swiss market}}{\text{Total yogurt sales in Switzerland}}$ | 10% Market Shares | Makes sure that Chobani has a good foothold in the market and is standing out from other brands. | <ul style="list-style-type: none"> Distribution channels Brand positioning Localized products |
| Brand Awareness | $\frac{\# \text{ of consumers who recognize Chobani}}{\text{Total surveyed consumer}} \times 100$ | 35% Brand Awareness | To track consumer recognition and knowledge of the brand. | <ul style="list-style-type: none"> Influencer campaigns In-store experiences Public transportation ads Local partnerships |
| Product Launch Success Rate | $\frac{\text{Success new product sales}}{\text{Total new products launched}} \times 100$ | 80% Product Success Rate | How well Chobani is adapting to Swiss marketing. | <ul style="list-style-type: none"> Localize new products Marketing and sampling Customer feedback |
| Inventory Turnover Rate | $\frac{\text{Cost of Goods sold(COGS)}}{\text{Average inventory value Revenue growth}}$ | 6x Per Year | To track the efficiency of supply chain operations and that products are available when/where they are needed. | <ul style="list-style-type: none"> Prioritizing popular products Efficient supply chain management Leverage retailer data |

XII. Competitive Advantage



Diversification/Innovation: Chobani started with only Greek Yogurt but is now **continuously innovating** through their limited edition, seasonal flavors, and different product formats including Chobani Oat, Chobani Flip, Chobani Complete (high-protein, low-sugar), and Chobani Probiotic Drinks. Chobani can stand out among current Swiss brands like Toni with only 5 flavors. This lack of variety in Switzerland, impacted **consumer spending patterns**, which would allow Chobani to stand out.



Sustainability: Chobani focuses on sustainability through ethical sourcing, packaging, and operations. Their commitment to using **sustainable materials** like recyclable cups and the responsible sourcing of ingredients aligns with consumers' increasing demand for eco-friendly products. Switzerland is known for its high environmental consciousness, so people prefer products that follow this. To further their commitment to sustainability, Chobani has been reducing waste at their plants by recycling and repurposing waste rather than sending it to landfills, stopping almost **90%** of waste from reaching landfills. This focus on sustainability helps **reduce carbon emissions** and puts Chobani a step up above their competitors.



Inclusive Marketing: Chobani's inclusive marketing builds trust and loyalty by perfectly representing **diversity**, such as having LGBTQ+ individuals in ads, hiring refugees, and supporting food accessibility programs. This **strong brand identity** reflects its values and sticks with Switzerland's health-conscious and socially aware consumer base, who are more likely to support a company that **prioritizes inclusivity**. By differentiating itself from competitors that lack inclusivity and engagement, Chobani is able to attract a wider customer base and having many choosing them.



Vertical Integration: Chobani built a supply chain that controls almost all of its production using a **farm-to-table process** called **vertical integration**. This way of production allows Chobani to maintain and ensure product quality, consistency, and flexibility in innovation when responding to market demand. Also, it helps Chobani be **cost-effective** by producing yogurt at a large scale while keeping its quality. The increase in production capacity helps Chobani meet the demands of domestic and international markets.

1. Competitor Analysis

Top Yogurt Brands in Switzerland Compared to Chobani

| | Chobani | Emmi | Migros | Toni |
|-----------------|---------|-------|--------|-------|
| Value Price | ★★★★★ | ★★★★★ | ★★★★★ | ★★★★★ |
| Health Benefits | ★★★★★ | ★★★★★ | ★★★ | ★★★ |
| Innovation | ★★★★★ | ★★★★★ | ★★★ | ★★ |
| Sustainability | ★★★★★ | ★★★★★ | ★★★ | ★★★★★ |

After thoroughly researching the Swiss yogurt market, we found three main competitors: Emmi, Migros, and Toni. Although these competitors are present, Chobani still stands out when looking at four main criteria: value price, health benefits, innovation, and sustainability.

Value price: Chobani sits at a premium price point but offers a strong value proposition through its quality ingredients and health benefits for the price. While some of the competitors have cheaper products, Chobani leads more in balance of value for premium offerings.

Health benefits: Chobani offers countless options provided for health conscious consumers. While Emmi and Migros also offer similar options, such as organic and high protein, Chobani offers a broader range of health focused choices.

Innovation: Chobani has 7 different products with over 40 different flavors. The other competing yogurt brands have 5-7 different products with up to only 20 different flavors. With Chobani's variety of Greek yogurt, plant-based alternative, and limited edition flavors, they are able to have a bigger variety, catering to more people.

Sustainability: Chobani's commitment to sustainability, ethical sourcing, and social impact would allow it to rise above competitors. Even though Emmi and Toni also emphasize sustainability, Chobani has a extensive sustainability strategy that is more extensive and publicized than its competitors.

XIII. CONCLUSION

Chobani is requesting to take out a **\$450,000** investment from the bank at an interest rate of **5.76%** to be repaid over the course of 5 years. This investment will support Chobani's expansion into the Swiss market and take advantage of the growing demand for premium health-conscious food products. The \$450,000, along with **\$300,000** of personal investments, will be used to help cover startup costs, establish a distribution channel, introduce a **new product line** tailored to local tastes, and, most importantly, launch the "Chobani's Topping Bar" campaign. All of these are crucial for Chobani's expansion plans to ensure that they are supported by a solid financial foundation.

\$450,000
Investment at
5.75% interest rate
for 60 months



Looking at the future, with Chobani's current status as the global leader of the U.S. yogurt market, holding over a 20% share, leads it to have a higher chance of success in Switzerland. Using the key metrics and Chobani's specific strategy projects significant gains, as seen in our detailed finances. Chobani has tested in the global market and proven its products can be **successful in an international lens**, with its strong brand image and reputation only getting stronger. More support comes from planned reinvestments of 80% earnings in the first two years, giving this extension of Chobani room for unexpected bumps along the way! Overall, this proves that Chobani is well positioned for success and long-term profitability.

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XV. APPENDIX

Chobani was founded 20 years ago and has since gained significant attention for its limited-edition items. When Chobani releases new flavors, it generates interest and increases demand. So, we'll be adding a new flavor line tailored to the local market Chobani is integrating into. This leads us to introduce our new flavors: **"Lemon Ricotta"**, **"Carrot & Ginger"**, **"Apricot & Apple"**, and **"Matcha Almond"**. Zurich Little Kitchen writes about the nostalgic taste of these flavors, chosen to mimic traditional Swiss ones; furthering their potential success while still adding a twist! These unique flavor combinations boarded health trends while still focusing on simple and fresh ingredients. All four flavors will be incorporated into Chobani Flips and regular Greek yogurt, standing out against its competition and **establishing itself** as a leader in the Swiss yogurt market.

