



WELLNESS IN THE SPOT

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This problem situation was written by Nancy Berenice Ortiz Alvarado (nortiz@tec.mx>), and translated by AI program (ChatGPT), with the purpose of serving as discussion material in the classroom; it does not intend to illustrate good or bad administrative practices. The story in this document is based on different people's experiences; some data has been modified at the request of the people and institutions involved.

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The Company

A small Mexican company dedicated 100% to wellness was founded in the city of Monterrey with the aim of creating organic and natural products of the highest quality to preserve their therapeutic properties and protect people's health. Although it has over 10 years of experience, Tea Garden has been struggling in the market to remain competitive in the wellness industry. What leads the company to become an attractive option in the market are a strong history with family values at its core, a sustainable commitment, and handmade approach (Tea Garden, 2026a).

The company has nationwide presence in México and in selected areas of the U.S. Aiming to “spread wellness,” the company has a diverse product portfolio for personal care, including essential oils, soaps, skincare, perfumes, and aromatherapy services, some of which are intended to reduce stress and anxiety and to help people calm down. These products are commercialized through different channels such as direct marketing, retail, ecommerce, and social selling. It is a well-positioned company in the northeastern region with presence in some of the most important retailers such as HEB, Soriana, and Al Super, as well as in certain local businesses (Tea Garden, 2026b).

Image. Shea butter is one of the ingredients contained in handmade soap.



Source. Foto de Mikhail Nilov inPexels, 2021.

At first glance, Tea Garden, as a small company, has built its brand positioning without a large budget and mainly by demonstrating the high quality of its products to earn consumers' preferences and recommendations.

An Attractive & Evolving Market

The wellness industry is continuing to evolve and grow (McKinsey, 2025), becoming equally attractive to both large and small companies. This has increased its interest in becoming a strong player in the market and trying to reach multiple market segments by understanding them and developing competitive market strategies. Several consumer behavior changes have occurred, showing a demand for cleaner and simpler products with functional benefits (© Euromonitor, 2025). These changes have reshaped the competitive landscape in which many players are arriving day by day, raising concerns about the market position of the company due to increasingly highly saturated industry (McKinsey, 2025). Due to these concerns, trends, and the high-growth potential of the market, Tea Garden is looking to develop a competitive market strategy, achieve a relevant position in the market, and expand and strengthen its reach overseas.

Picturing What's Next

With these significant changes in consumer behavior and increasingly intense competition, if Tea Garden were at a critical strategic crossroads (as a hypothetical scenario), it would be essential to conduct a thorough analysis.

The company would need to evaluate the overall attractiveness of the wellness market and determine how to effectively differentiate itself from a growing number of competitors to attract new customers. To achieve this, the strategic team should reassess the market segments it currently serves and identify additional high-potential segments that could expand its reach.

At the same time, the company could design effective marketing strategies capable of responding to evolving consumer needs, preferences, and emerging trends, while addressing key challenges and competitive threats within the industry that might hinder its future growth.

If Tea Garden needed to attract a broader audience and increase its market coverage, it would have to consider how to strengthen its value proposition to maintain a sustainable competitive advantage. This might require redefining its positioning strategy to establish itself as a leading brand within the wellness sector.

Finally, the company would need to explore innovative growth initiatives and evaluate potential new markets or portfolio extensions that could support long-term expansion and ensure continued competitiveness in an increasingly saturated industry.

References

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