

SmartSweets

As a 21-year-old entrepreneur from Vancouver, little did Tara Bosch know that within a year of launching her business she would generate over \$1 million in sales across Canada. In 2015, Bosch started SmartSweets, a gummy bear brand that offers a healthier alternative to traditional sugar candy. “Our products are the means to our mission, and our mission is to kick sugar, keep candy and create a movement based on smaller, smarter choices,” Bosch said.

Unlike traditional gummy bears, SmartSweets gummy bears have 2g of sugar, 24g of fiber and 5g of protein per 50g pouch. The comparable amount of regular gummy bears would have 26g of sugar – which, as she mentions, “is 104% of the ideal daily recommended sugar intake recommended by the World Health Organization.”

With no assets and limited credit history, Futurpreneur Canada was the first organization that took the leap of faith to support her financially to get the business off the ground. After spending considerable time networking with professionals in the industry, she attended a two-day “How to Launch a Food Biz” crash course, where she met her future mentors who ended up being instrumental in her early success. The next thing she knew, she was accepted into “The Next Big Thing” accelerator program. Bosch said that it allowed her an opportunity to connect with “incredible people in the food industry, resources, and a physical space where I was surrounded by other young entrepreneurs going through the same highs and lows as me.”

With SmartSweets, Bosch wants to “become a global leader in educating consumers about sugar reduction in our daily lives and the positive impact that kicking sugar holds on our health.” Through her healthy gummy bears, she imagines customers “being able to go to their local grocery stores candy aisle, choose their favourite candy product and be able to actually feel good about enjoying it, while treating their body right.”

Bosch’s long list of awards include the BMO Celebrating Women- Growth & Expansion Award 2017, Cleanest Packaged Food Awards and the National Pitch for the Purse Forum for Women Entrepreneurs (FWE) award. As a strong example of a high-growth company with rapidly increasing sales, Bosch is ready to take on the next big challenge.

Part I – Case Analysis (Total 35 marks)

SmartSweets currently distributes its product through selected retailers across Canada. Current distribution is limited to the following retailers: Nature's Fare, Whole Foods and GNC Live Well. Apply the COARSE methodology (as described below) to evaluate the decision for SmartSweets to expand its distribution strategy.

1. List a minimum of four concerns that would be relevant to the decision to expand SmartSweets' distribution. Complete a SUG analysis. Using your list of concerns and SUG analysis, provide a justification for your key concern and decision statement. (7 marks)
2. Develop a minimum of three objectives. Try to include objectives that address results, resources, and if appropriate based on your concerns, restrictions. (6 marks)
3. Identify at least three different alternatives for solving the decision statement. (3 marks)
4. Create a matrix to evaluate the alternatives based on the objectives. (5 marks)
5. Do a risk analysis for the top alternative and include two potential threats. (3 marks)
6. Create a sequence of events for implementing your top alternative – the plan should include one activity addressed to each factor - marketing, management, operations and finance. (2 marks)
Create a simple Gantt Chart or PERT diagram illustrating your proposed sequence of events (5 marks).
7. List two different issues that need to be evaluated and describe how the evaluation will be completed for each issue. (4 marks)

Part II Written Questions (Total 15 marks)

1. What types of competitive strategy options are generally available for organizations? What is the most likely option being applied by SmartSweets? Does this source of competitive advantage appear sustainable? Why? (6 marks)
2. SmartSweets is considered a small business. Describe at least three characteristics of a small business that might lead to this classification of SmartSweets. (3 marks)
3. You are considering employment with a small firm such as SmartSweets. What factors would make you cautious about going to work for a small business. Could these reasons for hesitation be overcome by a really good small firm? If so, how? (6 marks)

Case Analysis:

1. List a minimum of four concerns that would be relevant to the decision to expand SmartSweets’ distribution. Complete a SUG analysis. Using your list of concerns and SUG analysis, provide a justification for your key concern and decision statement. (7 marks)

Justification:

2. Develop a minimum of three objectives. Try to include objectives that address results, resources, and if appropriate based on your concerns, restrictions. (6 marks)

Explanation:

3. Identify at least three different alternatives for solving the decision statement. (3 marks)

1.

2.

3.

4. Create a matrix to evaluate the alternatives based on the objectives. (5 marks)

Objectives:	Wt	Alternatives:		
		1.	2.	3.
TOTALS				

Explanation:

5. Do a risk analysis for the top alternative and include two potential threats. (3 marks)

Alternative:		

6. Create a sequence of events for implementing your top alternative – the plan should include one activity addressed to each factor - marketing, management, operations and finance. (2 marks)
Create a simple Gantt Chart or PERT diagram illustrating your proposed sequence of events (5 marks).

7. List two different issues that need to be evaluated and describe how the evaluation will be completed for each issue. (4 marks)

1.

2.

Written Answer Questions:

1. Competitive Strategy Options...

2. Characteristics of a Small Business...

3. Small Business Employment Cautions/How to Overcome...