

SMALL BUSINESS MANAGEMENT TEAM (510)

—Secondary—

REGIONAL – 2014

TOTAL POINTS _____ (160)

Failure to adhere to any of the following rules will result in disqualification:

- 1. Contestant must hand in this test booklet and all printouts. Failure to do so will result in disqualification.**
- 2. No equipment, supplies, or materials other than those specified for this event are allowed in the testing area. No previous BPA tests and/or sample tests or facsimile (handwritten, photocopied, or keyed) are allowed in the testing area.**
- 3. Electronic devices will be monitored according to ACT standards.**

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Description

The team will use strategic planning and problem-solving skills to provide solutions to the business case study provided. At State and National level, teams will be presented with an additional element to the scenario that requires revision of their final presentation.

Initial Case Study Topic

Your team has been engaged by the CEO of TG Treats, Charlie Chocolate, to help develop a new strategy for the company. In the initial meeting, Mr. Chocolate said his long-term strategic goal is to see TG become the #1 player in the market for boxed chocolates. TG is currently facing internal and external challenges that need to be addressed to enable it to commence a journey toward assuming market leadership.

External Challenges:

- Growing Market
- Multiple Geographies
- Established Competition with Market Leaders

Internal Challenges:

- High Cost Structure
- Underutilized Capacity
- Sales Channel Limitations

There are four major players in this market who compete globally in their categories:

- TG – competes in regular chocolate category but offers specialty chocolates at Christmas and Easter
- Goo-E – offers only regular chocolates sold in supermarkets and hypermarkets
- Beautiful – offers only specialty chocolates, sold through department stores, luxury sweet shops, and boutique stores
- Fancy – offers only specialty chocolates, sold through department stores, luxury sweet shops, and boutique stores

Review the corresponding exhibits to help build your proposal for a new TG Treats strategy. Your proposal will be presented to Charlie Chocolate where you should provide **at least** one recommendation which includes a review of the following:

1. How can TG improve its operational performance?
2. How can TG improve its financial performance (costs, revenues, etc.)?
3. How can TG grow its market share?
4. How can TG improve the awareness and visibility of its brand among consumers?
5. What other data should be collected to help become the #1 boxed chocolate maker?

A team will be DISQUALIFIED for violations of the Copyright and Fair Use Guidelines.

Teams who do not submit an entry that follows this topic will be disqualified