The mid-term and final assessments for Competitive Strategy are going to be focused on the Bar category. Representative brands include Powerbar, Clif Bar, Kind Bar, Quest, Nature Valley, Vega, OatMega and Perfect Bar. Note this list is not exhaustive. Below provides the requirements for the Mid -Term and the Final. The Final builds on the work in the Mid Term Each strategic team is to develop an extensive treatise that expands on the Six S’s for each teams brand. My team is Quest Bar Merges with Clif Bar To refresh, The six Ss are: ● Story. Define the new organization’s value proposition ● Segments. Refresh your view of the market ● Service. Delight your most valuable customers ● Share. Deliver consistent value over time ● Science. Take an objective, fact-based approach to setting brand strategy ● Scope. Tackle less, not more, on and after Day 1 This research emphasizes the importance of getting six things rights- “the six Ss.” Historical Context Synopsis Provide a historical evolution of the bar category, identifying when brands entered into the market, and your understanding of their respective value propositions, when they entered the market. For example, Power Bar entered the category in 1986, launching a protein-bar targeting endurance athletes, and Clif entered the category in 1992 with an adventurous, yet mainstream positioning. Please include at least 8, and no more than 12 brands, in your synopsis. Category Segmentation Based on your synopsis, please provide a segmentation analysis for the category today. Potential segmentation dimensions could include (this is not exhaustive, you can include what you believe are additional segmentation dimensions): § Type of bar (protein-focused, nutrition-focused, energy-focused etc) § Eating occasions (outdoor activities, meal replacement, snacking, pre and post workout etc) § Types of ingredients § Target consumers/consumer cohorts o Demographics – age, income level, household type o Lifestyle o Values § Flavor profile § Price level/point § Delivery form and texture The segmentation analysis should comprise the primary segmentation dimensions that you believe characterize the category and you should place each brand in a segment. Note each brand should occupy one segment but a segment can be comprised of multiple dimensions. You should be creative in development of a segmentation framework (chart, diagram), that depicts the segments, the segmentation dimensions and where you would place each brand. Category dynamics and performance Provide an overview of how the category is performing today and the primary drivers. You should cover the following” § Is this a high, medium, low growth category? Please provide supporting data § Is growth in the category accelerating or decelerating? § Are specific segments growing more quickly than others (refer to the segmentation framework above)? § What are the category tailwind drivers (if the category is growing) or headwind drivers (if the category is low growth or decelerating)? Drivers could include factors such as income level trends, lifestyle/values, growth in distribution etc. Please identify a minimum of three drivers and explain your rationale regarding why the driver is important § Based on the above, do you believe this is a sustainably attractive category? Why? § Are some segments better positioned for sustainable growth? Which ones and why? Consumer Demand Choose two segments that you believe are high growth segments. § Are there specific consumer cohorts that are driving the growth? § Who are these consumers? § Please describe why you believe these consumer cohorts are driving growth? § Do you believe growth is being driven by more purchases by current buyers, or are new buyers entering the segment? § If you believe that growth is being driven by new buyers entering the segment, why are they entering the segment? § What are brands in the segment “solving” for these consumers? Channel Dynamics § What are the primary channels and retailers for the category (Grocery, Convenience, Drug etc)? § Besides the channels above what do you think are unique channels for this category? § Do you believe brands in certain segments target specific channels to market? Competitive Strategy / Terms of Competition (Focus on Clif Bar, RX Bar and Perfect Bar) Please articulate what you believe are the core elements of the current competitive of each of the three brands. This should include: § The segments in which they compete § Your perspectives on the “terms of competition” in the segments that each of these brands compete – these could include price point, ingredient type, flavors, delivery form/texture, assortment breadth, broad of targeted distribution channel footprint, brand positioning and differentiation (what the brand stands for). Note this list is not exhaustive § Based on the primary terms of competition in each segment, how do you believe each brand is competing against other brands in the segment? How are they differentiating themselves against brands that they are competing against? § An overview of the competitive strategy of each brand? § Please articulate your perspectives on whether you believe the competitive strategy (i.e the terms of competition that they are leveraging) of each brand is sustainable and why. For example, is it difficult to replicate? Does it take time to replicate? Does it take unique capabilities and investments to replicate? § Please outline your perspectives on whether you believe the respective competitive strategy of each is scalable (applicable across consumer cohorts and channels) § In summary, which brand(s) has/have the most significant competitive moats that are defensible and will position the brand for future share growth in their respective segments.