
BEM3033

INDIVIDUAL CASE ANALYSIS

BY STRATEGIC GROWTH CONSULTING (SGS)



Kind Snacks (2024)

EXECUTIVE SUMMARY

The comprehensive analysis conducted by Strategic Growth Consulting (SGS) on Kind's current strategic direction and potential challenges has yielded crucial insights for the company's future sustainable growth in North America. Findings reveal that while Kind has maintained a strong performance post-acquisition by Mars, there are notable areas of opportunity and concern that require strategic attention.

Key implications arise from the identification of two critical challenges: the need to enhance innovation and product development, and the imperative to optimise supply chain efficiency. These challenges directly address the overarching concern of intense competition within the healthy snacks industry. By leveraging its strong brand reputation and the resources acquired through the Mars acquisition, Kind can capitalise on synergies to introduce innovative complementary products, thereby strengthening market presence and differentiation.

Furthermore, the integration of Blockchain Technology (BCT) into the supply chain emerges as a strategic imperative to enhance transparency, mitigate risks, and ensure operational resilience. Insights gleaned from the COVID-19 pandemic underscore the importance of adaptive supply chain strategies, positioning Kind to navigate future disruptions effectively.

To address these challenges and capitalise on opportunities, Kind must take proactive measures. First, the company should prioritise investment in innovation and product development, leveraging synergies with Mars to introduce new, market-leading complementary offerings. Second, Kind should expedite the implementation of BCT within its supply chain, thereby enhancing visibility, efficiency, and sustainability.

In conclusion, by strategically aligning its operations with market trends and leveraging synergies with Mars, Kind can reinforce its competitive position, drive sustained growth, and deliver value to consumers. Embracing innovation and technology will be instrumental in achieving Kind's sustainable growth over the next five years.

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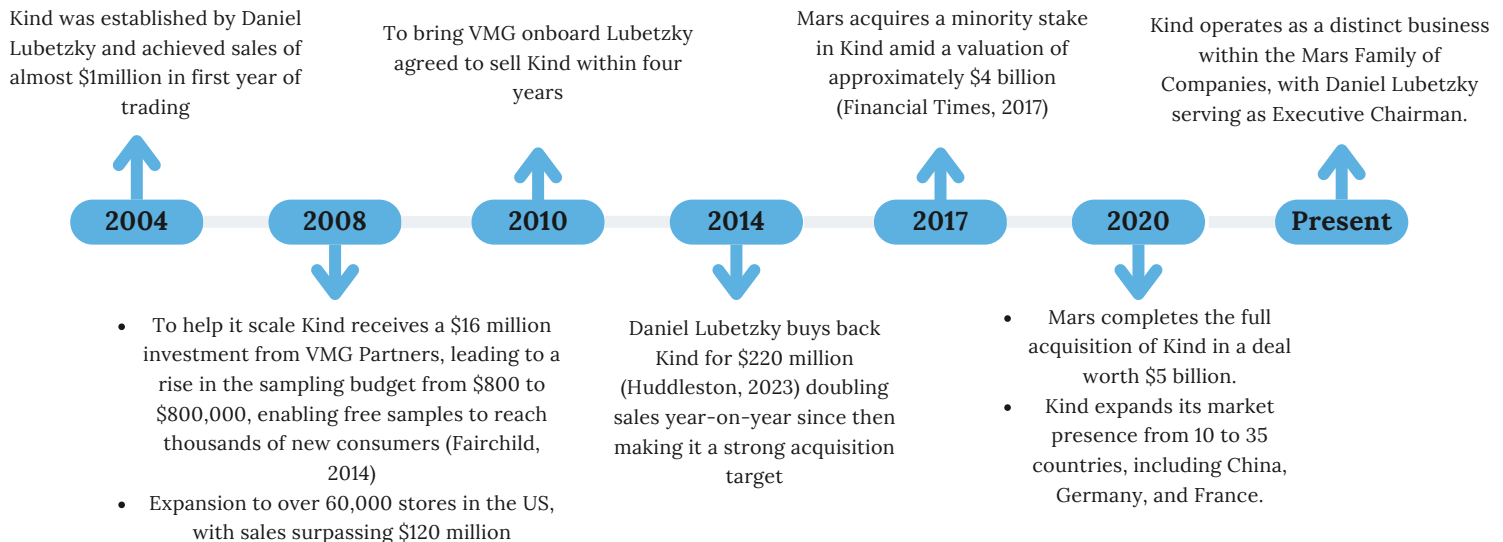
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1.0 INTRODUCTION

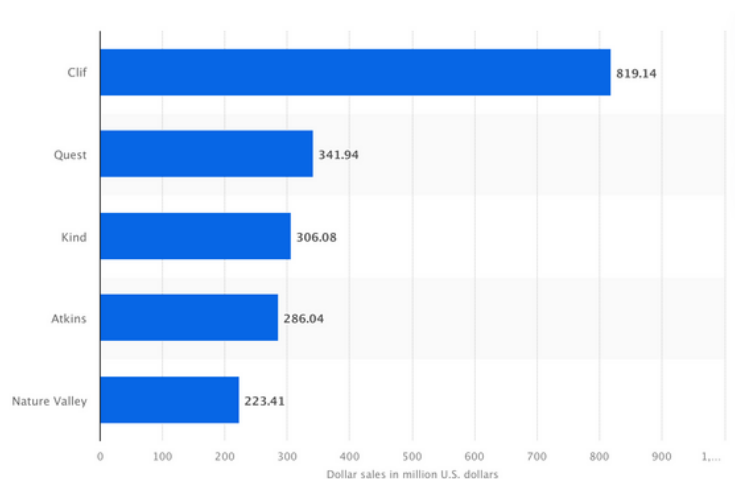
Kind LLC, operating as Kind Healthy Snacks, is recognised for its vibrant brand KIND. The brand name "Kind" embodies its dedication to promoting acts of kindness while reshaping the concept of a considerate and nutritious snack. Kind employs a direct-to-consumer business approach, predominantly marketing healthful snack items through diverse channels such as online platforms, retail outlets, and distribution partners.

Figure 1: Kind's History Timeline. Adapted from (UoE, 2023)



Kind competes in a fiercely competitive market, where numerous companies strive to gain market share through differentiation and innovation. Within the healthy snack industry, there are two primary sub-sectors: the dominant Fresh Snacking sector and the Shelf-stable Snack sector. With the growing emphasis on health and wellness, the demand for healthy snack options has surged, leading to increased competition among companies offering such products.

Figure 2: Dollar sales of the leading nutritional/intrinsic health value bar vendors in the United States in 2022/2023 (Statista, 2024).



2.0 SITUATION ANALYSIS

2.1 Industry Overview

SGS initially set out by conducting a thorough analysis of the industry overview in which Kind operates in. KIND operates within the global healthy snacks market, a segment that has been experiencing significant growth and transformation in recent years. According to market research data (Statista, 2022) the global healthy snacks market amounted to 85.6 billion U.S. dollars in 2021. This market is projected to grow at a robust rate of 6.6 percent annually between 2022 and 2030, reaching an estimated value of 152.3 billion U.S. dollars by 2030 (Statista, 2022). The healthy snack industry is highly competitive, with numerous brands and companies vying for market share.

2.2 External Environment

SGS conducted an external analysis of Kind by completing a PESTLE analysis, examining political, economic, social, technological, legal, and environmental factors impacting the company's business environment.

Figure 3: PESTLE Analysis

External Factor	Explanation	Term	Impact
Political			
Geopolitical Uncertainty	The ongoing instability in the macroeconomic climate, coupled with geopolitical tensions and the evolving US political landscape, is anticipated to directly and indirectly affect bilateral trade flows, creating uncertainty (Tam, 2018).	Medium Term 1 – 3 Years	High
Economic			
Increasing Interest Rates	As the US grapples with inflation, leading to the prospect of sustained high interest rates, the resultant increase in borrowing costs for mortgages, car loans, and business financing is likely to increase (BBC, 2024). Implications for KIND include the potential impact of consumer spending patterns and overall market demand, alongside increased production costs.	Medium Term 1 – 3 Years	High
Cost Of Living Crisis	Amidst the cost-of-living crisis, a significant portion of US adults, accounting for 64%, have reported reducing their spending on non-essential items, reflecting the economic strain faced by consumers (Statista, 2023b).	Medium Term 1 – 3 Years	Medium
Social			
Changing Consumer Preferences	Amidst shifting consumer preferences, there's a growing demand for convenient and nutritious snack options that not only prioritise health but also resonate with consumers' values of environmental sustainability. This trend reflects a broader societal shift towards more conscious consumption.	Long Term <3 Years	High
Lifestyle Changes	Changes in lifestyle choices, characterised by busier schedules and on-the-go eating habits, have led to a shift in consumer preferences towards convenient and portable snack options. As people increasingly prioritise health and wellness, there is a growing demand for nutritious and wholesome snacks that provide sustenance and energy throughout the day. In 2023, a total of 62% of respondents in the United States stated that they snack once or twice a day (Statista, 2023a).	Long Term <3 Years	Medium

External Factor	Explanation	Term	Impact
Social			
Demand for natural ingredients	As consumers increasingly perceive plant-based and dairy-based foods as overly processed, with 75% of Canadian prepared meal consumers sharing the sentiment that such meals are unsuitable for regular consumption (Mintel, 2023), this social factor reflects a shifting preference towards less processed and more natural food options.	Long Term <3 Years	High
Technological			
Artificial Intelligence	As technology advances, a new era of convenience emerges, simplifying meal planning, shopping, and cooking processes for consumers (Mintel, 2023). With the aid of artificial intelligence, individuals can now precisely select the food items that best suit their preferences and dietary needs.	Long Term <3 Years	Low
Rise of Blockchain Technology	As technology advances, a new era of convenience emerges, simplifying meal planning, shopping, and cooking processes for consumers (Mintel, 2023). With the aid of artificial intelligence, individuals can now precisely select the food items that best suit their preferences and dietary needs.	Long Term <3 Years	Medium
Legal			
FDA Compliance Laws	The FDA (2024) has begun a public process to update the "healthy" claim for food labelling to be consistent with current nutrition science and federal dietary guidance. This could impact KIND by potentially requiring adjustments to its product formulations or labelling practices to align with the revised criteria.	Long Term <3 Years	High
Environmental			
Climate Crisis	The escalating climate crisis is heightening consumer expectations for food and beverage companies to prioritise sustainability efforts (Mintel, 2023), impacting organisations strategic focus on eco-friendly practices.	Long Term <3 Years	High
Transparency of Environmental Impacts	The increasing demand for transparency regarding environmental impacts extends to 50% of US adults, who expect companies to not only disclose but also actively address their ecological footprint (Mintel, 2023). This is driving a paradigm shift in corporate accountability and influencing consumer choices towards environmentally responsible brands.	Long Term <3 Years	High

The PESTLE analysis of Kind highlights pivotal external factors shaping its business environment, emphasising the need for strategic adaptation to geopolitical shifts, evolving consumer demands, and changing regulatory requirements. While these factors may present challenges to Kind's strategic direction, proactive planning and foresight can enable the company to leverage these influences, thereby sustaining its competitive edge in the market.

2.3 Internal Environment

SGS conducted an internal analysis of Kind by completing a VRIO framework assessment to further understand the company's resources and capabilities and the competitive consequences related to these factors.

Figure 4: VRIO Analysis. Adapted from (Barney, 1991)

VRIO Analysis					
Resource / Capability	Valuable	Rare	Inimitable	Organised	Competitive Consequences
Employees	Y - Are critical to Kind's success as an organisation and foster a culture of positivity and empowerment in the workplace. 82% have a positive outlook for the business (Glassdoor, 2024).	Y - Their high level of job satisfaction and positive outlook, as evidenced by Glassdoor ratings, is rare among companies in the industry.	Y - Kind's organisational culture, including factors such as competitive compensation, an inspiring and inclusive workplace, and hardship support, creates a unique environment that is challenging for competitors to replicate (Kind, 2024).	Y - Kind effectively organises its workforce through structured training programs and employee development initiatives.	Sustained Competitive Advantage
Financial Resources	Y - Financial resources are crucial for Kind's operations, enabling investment in product development, marketing, and expansion initiatives.	Y/N - Generally not rare as financial resources can be acquired through various means such as loans, investments, or revenue generation.	Y/N - Financial resources can be imitated by competitors through similar means of acquiring capital.	Y - Kind effectively manages its financial resources although no accounts are published - in 2020 at the time of acquisition with Mars the company was valued at an estimated \$5 billion (UoE, 2023).	Competitive Parity
Product Portfolio	Y - Offers a diverse range of innovative snack options that meet various dietary preferences, catering to a wide customer base.	Y - Kind's product portfolio stands out in the industry due to its unique combinations of ingredients and focus on health and taste. Kind bars are free from artificial additives, preservatives, and genetically modified organisms (UoE, 2023).	Y - Kind's commitment to quality and innovation in product development creates offerings difficult for competitors to replicate.	Y - Kind has structured processes in place for research, development, and testing, ensuring the timely launch of new products and maintaining consistency.	Sustained Competitive Advantage

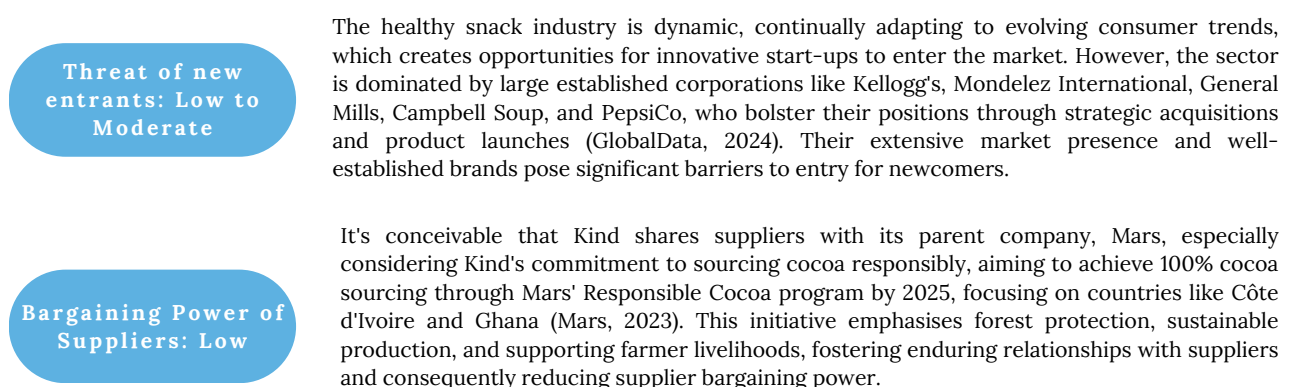
Resource / Capability	Valuable	Rare	Inimitable	Organised	Competitive Consequences
Distribution Network	Y - Extensive distribution network ensures wide availability and accessibility of products.	Y - Kind's distribution network encompasses various channels, including retail stores, e-commerce platforms, and specialty health food stores, and vending machines giving it broad reach.	Y - Difficult for competitors to replicate due to established partnerships and logistical capabilities.	Y - Optimises its distribution network through efficient logistics management. Kind leveraged the Covid-19 pandemic created around the concept of direct E-commerce (UoE, 2023).	Sustained Competitive Advantage
Online Presence	Y - Kind's strong marketing and branding efforts enhance brand visibility and increase consumer engagement.	Y - Kind has established initiatives like Empatico and the Kind Foundation (UoE, 2023). These are rare among snack companies, showcasing KIND's commitment to social responsibility and community impact.	Y - Difficult for competitors to establish a strong reputable, online presence, stating the company's mission as strong as Kind.	Y - Kind organises its online presence through strategic planning and execution of social responsibility initiatives, ensuring alignment with its brand values.	Sustained Competitive Advantage

The VRIO analysis of Kind reveals that the company possesses several key resources and capabilities that contribute to its sustained competitive advantage. Notably, its strong brand reputation, extensive distribution network, and unique organisational culture stand out as valuable, rare, inimitable, and well-organised assets that enable Kind to maintain its leadership position in the healthy snacks market.

2.4 Competitive Environment

SGS analysed the competitive environment surrounding Kind by employing Porter's Five Forces framework, which examines six key forces. This comprehensive analysis allowed SGS to gain deeper insights into the competitive dynamics shaping Kind's operating environment.

Figure 5: Porter's Five Forces. Adapted from Rethinking and Reinventing Porter's Five Forces Model (Grundy, 2006)



**Rivalry Among
Existing
Competitors:
Moderate - High**

The healthy snack market is fiercely competitive, with a multitude of players striving to carve out their share of the market. Each company typically specialises in specific product categories, leveraging their strengths to maintain dominance (GlobalData, 2024). However, Kind stands out with its innovative product portfolio and bolstered by its significant partnership with Mars through acquisition, giving it a sustainable competitive edge amidst the intense rivalry.

**Bargaining Power of
Buyers: Moderate**

Buyers in the healthy snack market wield moderate bargaining power, influenced by the availability of substitutes. However, their purchasing decisions are often driven by specific health needs. For instance, a study made by Statista (2019) found that 55% of consumers in the United States were most inclined to pay more for snacks labelled organic. This preference indicates a willingness to invest in healthier options, potentially mitigating the impact of substitute products on buyer bargaining power.

**Threat of
Substitutes: High**

The healthy snack market faces a high threat of substitutes as organisations innovate with new products and ingredients and technology, offering consumers a wide range of choices. This rapid adaptation to consumer trends increases the susceptibility of healthy snacks to substitution, challenging companies to differentiate and maintain market share.

**Complimentary
Products: Moderate**

The emergence of complementary products tailored to meet specific consumer dietary needs, such as those catering to Keto, IBS, or lactose-free diets, have started to appear in the healthy snack industry. These products are designed to complement healthy snacks by addressing consumers' individual dietary preferences and restrictions, enhancing the overall snacking experience.

The Porter's Five Forces analysis of the healthy snack market reveals a dynamic and fiercely competitive landscape, with established players like Kind facing challenges from both new entrants and substitutes. To navigate these competitive forces in the healthy snack market, Kind will need to formulate strategic decisions that capitalise on its strengths while addressing the challenges posed by competitors, substitutes, and buyers' bargaining power.

3.0 PROBLEM ANALYSIS AND EXPLANATION

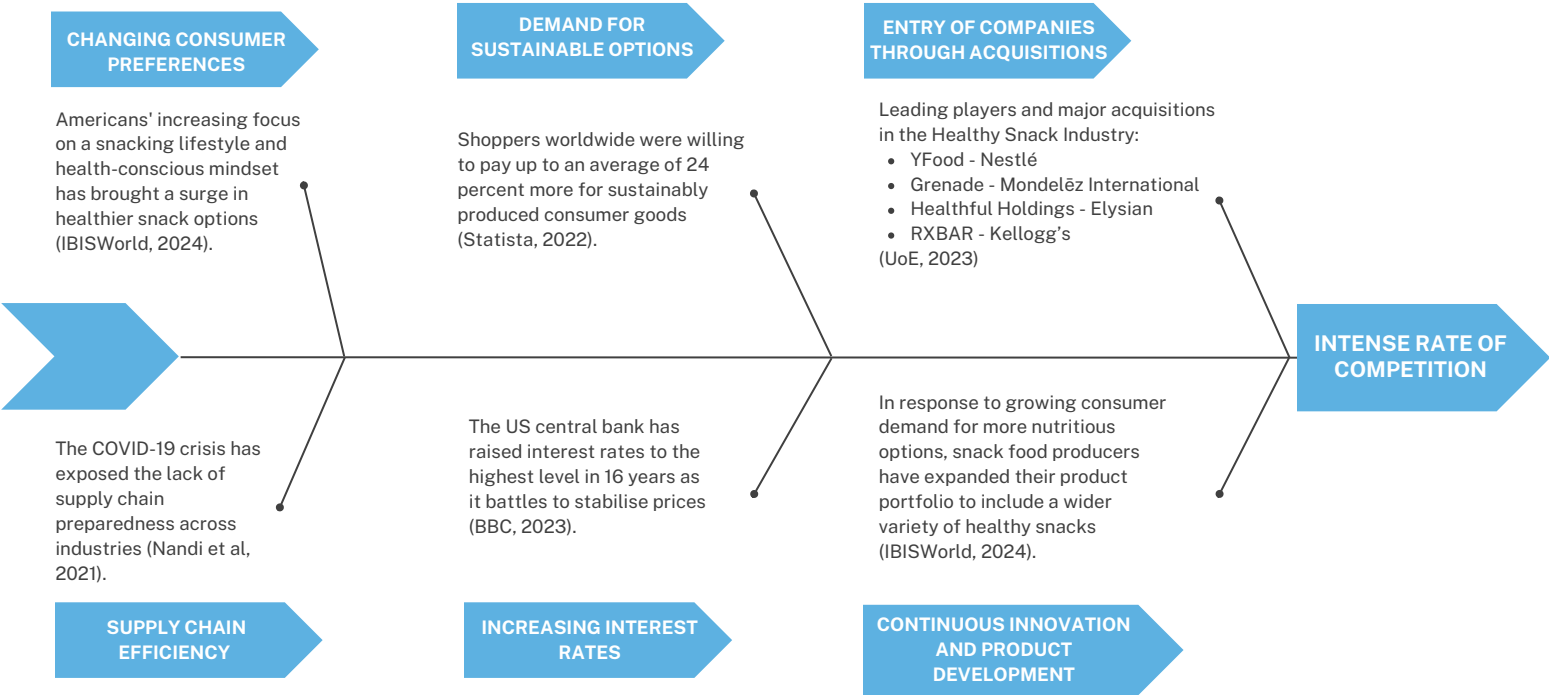
Upon conducting an in-depth analysis of Kind's historical performance, SGS found no significant internal strategic issues directly attributed to the company. Despite limited post-acquisition financial data due to its private status, positive aspects of the partnership were identified online. Following acquisition by Mars, Kind maintains its autonomy while benefiting from expanded market presence, guided by Daniel Lubetzky's leadership. Kind's growth in 2022, as noted by CEO Russell Stokes, reflects a resilient performance amid supply chain challenges and inflation, with a notable 15% sales increase in the US market (Watson, 2022). Notably, Kind also adeptly seized the e-commerce opportunity during the COVID-19 pandemic, showcasing agility and adaptability in response to shifting consumer behaviours. Overall, the Mars acquisition and Kind's strategic decisions, including embracing e-commerce, have positioned the company for sustained growth and success in the healthy snacks market.

However, it's essential to acknowledge and ask difficult questions that while Kind may not currently face significant problems, an understanding of potential industry-wide external challenges is crucial for maintaining competitive advantage. While these issues may not directly impact Kind individually, awareness of them is vital for crafting a path to sustained success over the next five years in the North American Market. Online data indicates a focus on international markets in Kind's acquisition by Mars. However, as noted by Russell Stokes, Kind operates autonomously in the North American business landscape (Watson, 2022). SGS raises a pertinent concern: Is Kind fully leveraging the potential benefits of the acquisition in the North American Market?

Furthermore, Russell Stokes also shared an anecdote about Thanksgiving in 2021, revealing a day filled with "panic-stricken calls" upon realising the inadequate oat crop in the US for Kind and its competitors (Watson, 2022). Given Kind's emphasis on sustainable and ethical ingredient sourcing, the company is constrained to specific sources. This raises questions for SGS about whether greater efforts should be directed toward ensuring a transparent and seamless supply chain, especially in anticipation of intensifying competition in the healthy snacks market.

These questions are intricately linked to contemplating Kind's future success amidst the anticipated intense competition in the healthy snacks industry. The primary challenge ahead for Kind revolves around navigating this heightened level of competition. Thus, it becomes imperative to grasp the causal factors underlying this competitive landscape. This understanding serves as a crucial foundation for transforming these factors into opportunities that can propel Kind forward. The causal factors will be shown in the following framework below.

Figure 6: Fishbone (Ishikawa) Diagram adapted from (Meyer et al, 1996)



4.0 PROBLEM TRIAGE

These two problems have been chosen as the most important causal factors related to the overarching problem of future intense competition in the market. By capitalising on these factors early, SGS aims to strategically position Kind in a positive place to create sustained competitive advantage.

Figure 7: Problem Triage

Problem Classification	Problem Area	Score	Type of Problem	Urgency
Critical	Innovation and Product Development	0.6	Tractable	High <3yrs
Critical	Supply Chain Efficiency	0.6	Tractable	High <3yrs

Innovation and product development, along with supply chain efficiency, have been identified as the most critical causal factors contributing to the overarching challenge of future intense competition in the market. These factors have been chosen for several reasons.

Firstly, innovation and product development are crucial for staying ahead of competitors in the rapidly evolving healthy snacks industry. By continuously introducing new and innovative products that resonate with consumer preferences, Kind can differentiate itself and maintain a competitive edge.

Secondly, supply chain efficiency plays a vital role in ensuring timely delivery, cost-effectiveness, and operational resilience. A streamlined and efficient supply chain allows Kind to respond swiftly to market demands, minimise production costs, and maintain high product quality.

These factors have been categorised as tractable problems because they fall within Kind's sphere of influence and can be effectively addressed through proactive measures and strategic initiatives. While some challenges may possess elements of complexity, ambiguity, or uncertainty, they do not exhibit the defining characteristics of wicked problems, which often resist conventional problem-solving approaches due to their inherent intricacies and interconnectedness.

SGS believes that Kind possesses the necessary resources, capabilities, and autonomy to tackle these challenges head-on. With a proactive stance and strategic investment, Kind can enhance innovation, streamline product development processes, optimise supply chain operations, and mitigate risks associated with disruptions. By addressing these issues systematically, Kind can navigate the competitive landscape effectively and ensure sustainable growth and success in the marketplace.

5.0 DIRECTION SETTING

During the problem analysis, SGS found no significant issues directly linked to Kind's strategic direction. Evidence suggests that Kind is making good progress and is on the right track, as indicated by positive performance indicators and strategic decisions such as embracing e-commerce and expanding into new markets. However, to maintain a strong organisational direction and sustain competitive advantage in the dynamic market landscape, it is essential to conduct a TOWS Matrix.

A TOWS Matrix allows for a comprehensive evaluation of internal strengths and weaknesses alongside external opportunities and threats. By systematically assessing these factors, SGS can identify strategic insights and potential areas for improvement. Despite Kind's current satisfactory performance, the discovered concerns underscore the necessity for a deeper exploration of the company's future trajectory. This proactive approach ensures Kind's adaptability and responsiveness to evolving market trends. By fortifying its competitive position and nurturing ongoing growth in the healthy snacks sector, Kind can sustain its current level of success.

Figure 8: TOWS Matrix. Adapted from (Wehrich, 1982)

Internal / External	Organisational Strengths S1 – Strong brand reputation and identity S2 – Abundance of resources and capabilities through Mars acquisition S3 – Diverse and innovative product portfolio S4 – Extensive distribution network S5 – Commitment to sustainability and ethical sourcing practices	Organisational Weaknesses W1 – Potential supply chain inefficiencies W2 – Reliance on specific ingredient sources may lead to supply chain vulnerabilities W3 – Not utilising Mars acquisition to full potential
Strategic Options		
Opportunities O1 – Mars acquisition O2 – Growing consumer demand for healthy snacks O3 – Increasing consumer trend for sustainable products O4 – Advanced technology/blockchain	S-O strategies S1- O1 – O2= Utilise strong brand reputation and Mars acquisition to strengthen market presence and produce innovative products S2 – O4 = Capitalise on Mars acquisition to integrate advanced technology/blockchain procedures	W-O strategies W1 – O4 = Harness advanced technology/blockchain to streamline supply chain W2 – O3 = Diversify ingredient sourcing to align with increasing consumer trends W3 – O1 = Fully utilise Mars acquisition resources and capabilities to capitalise on market opportunities.
Threats T1 – Intense competition from established and emerging players T2 – Potential disruption in the supply chain due to external factors T3 – Market saturation T4 – Regulatory changes impacting product labelling and ingredients. T5 – Consumer demand for transparency on sustainable practices	S-T strategies S1-T1 = Enhance brand reputation and differentiation to mitigate competition. S5-T5 = Emphasise and communicate sustainability initiatives to address consumer demand for transparency.	W-T strategies W1-T1 = Improve and change supply chain to differ from competitors W3-T3 = Innovate and differentiate products with the resources of Mars to stand out in a saturated market.

6.0 OPTIONS ANALYSIS

Now that SGS has identified strategic options through the TOWS matrix, conducting a strategic fit test becomes a feasible next step. This analysis allows SGS to evaluate the compatibility between the identified strategic options and the current internal capabilities, resources, and external environment of Kind. The two main strategic options which SGS has chosen were:

1. Innovation and Product Development
2. Supply Chain Efficiency

Figure 9: Strategic Fit Test

Problem	Strategic Option	Rationale	Cost	Time	Strategic Fit	Appraisal
1	Enhance brand reputation and differentiation to mitigate competition.	SGS plans to implement Ansoff (1957) Matrix with a focus on market penetration. This method seeks to increase the marketing budget to deepen Kind's presence within the existing market, mitigating competition for sustained growth.				Demonstrates a proactive approach to leveraging Kind's existing market presence for sustained growth. By increasing the marketing budget, this option would deepen Kind's market penetration, thereby mitigating competition and reinforcing its position in the market. However, there is already a large focus on Kind's marketing and may not differ from previous approaches the business has taken.
1	Utilise strong brand reputation and Mars acquisition to strengthen market presence and produce innovative products	SGS plans to implement a synergy by strategically aligning Kind's brand reputation and Mars' resources acquired through acquisition. By fostering collaboration between the two entities, SGS aims to leverage Mars' expertise and innovation capabilities for Kind.				The plan to implement synergy between Kind's brand reputation and Mars' resources reflects a strategic initiative to capitalise on the strengths of both entities. By aligning their efforts, this would leverage Mars' expertise and innovation capabilities to enhance Kind's competitiveness and drive growth in the market. This approach has not been taken advantage of before and could be a missed opportunity if not taken.
2	Harness advanced technology/blockchain to streamline supply chain	SGS plans to harness Blockchain Technology (BCT) for Kind's supply chain to facilitate resiliency strategies, particularly to achieve collaboration, agility, velocity, and visibility of supply chains (Lohmer et al, 2020).				The plan to harness BCT for Kind's supply chain signifies a forward-thinking approach to enhancing supply chain resilience. By leveraging BCT, this could achieve collaboration, agility, velocity, and visibility within Kind's supply chain, thereby mitigating risks and ensuring operational efficiency in the face of disruptions. This approach capitalises on the technological advancements in the industry today.

Problem	Strategic Option	Rationale	Cost	Time	Strategic Fit	Appraisal
2	Improve and change supply chain to differ from competitors	SGS aims to change supply chains from competitors to ensure that there is less demand on a specific source.				This process of changing supply chains from competitors reflects a proactive strategy to diversify sourcing channels and reduce dependency on specific sources. However, Kind has created strong partnerships with the suppliers and could be damaging to alter.

7.0 RECOMMENDATIONS

7.1 Blockchain Technology

Based upon the Strategic Fit Test findings SGS recommends that Kind fully optimise the Blockchain Technology option to streamline the supply chain and ensure full transparency for both the organisation and consumer. When researching the external aspects of the industry and supply chain process, SGS discovered an important insight made since the COVID-19 pandemic. The challenges faced during this crisis, uncovered many limitations to normal supply chains and provides profound lessons related to supply chain, and resource fragility and brittleness (Sarkis et al, 2020). The challenges organisations faced during the crises have been shortages of goods, and the inability to source certain products as Kind had experienced in 2021 as mentioned previously. Therefore, it would be recommended for Kind adopt a new process of incorporating BCT into their supply chain system to increase supply chain visibility and transactional efficiency that are important considerations for taking precautions and/or actions in event of disruptions (Nandi et al., 2021).

Notably, beyond practical benefits, BCT aligns with Kind's sustainability goals by offering transparency and visibility into its operations, which consumers increasingly value. SGS would also like to emphasise that although there are technological barriers that come with incorporating BCT, as a system it provides benefits which no other system can provide such as traceability and real-time data.

In summary, embracing BCT would not only streamline Kind's processes but also ensure its readiness to navigate future disruptions, ultimately sustaining its competitive advantage in the market.

7.2 CREATION OF A SYNERGY

Based on the Strategic Fit Test outcomes, SGS advocates for Kind's implementation of a synergy with Mars to leverage the combined resources and market presence of both entities. This collaboration aims to create an innovative complementary product within the healthy snacks market, capitalising on synergistic value creation principles. Synergistic value creation involves integrating different parties to achieve mutually beneficial outcomes (Liu et al, 2022).

A compelling example of successful synergy is the partnership between Beyond Meat and McDonald's. This collaboration capitalised on McDonald's global brand recognition and Beyond Meat's expertise in plant-based protein development to introduce innovative plant-based menu options (Beyond Meat, 2021). By studying such case studies and research on synergies, SGS suggests that a synergy between Kind and Mars could yield a new innovative complementary product, such as a sustainable beverage, aligning with Kind's mission and values.

This new product would complement Kind's existing snack offerings, catering to increasing consumer trends and demand for sustainable ingredients while enhancing competitiveness in the healthy snack industry.

8.0 IMPLEMENTATION

Figure 10: Key Performance Indicators (KPI)

KPI	Specific	Measurable	Achievable	Relevant	Time Bound
% Sales of New Product Line Through Synergy with Mars	Increase sales revenue of the new product line by 20% in the first year of launching	Tracked through sales systems each month ensuring stagnant growth	Yes, based on Kind's previous innovative sales	Relevant to achieving objective of sustained competitive advantage	< 1 year
% Increase Customer Satisfaction	Achieve a minimum customer satisfaction score of 80%	Measured through customer surveys & feedback	Achievable by addressing customer needs through innovative product creation	Relevant to increasing customer loyalty and retention	< 1 year
% Increase Market Share	Increase market share by 5% in healthy snack market	Measure percentage of market share compared to competitors in industry reports	Achievable through effective marketing strategies and product differentiation	Relevant to company strategic growth strategy	< 1 year
Increased Risk Mitigation	Ability to mitigate risks in the supply chain	Number of incidents prevented	Achievable through the implementation of BCT	Minimises disruptions and losses and streamlines processes	Ongoing monitoring

KPI	Specific	Measurable	Achievable	Relevant	Time Bound
% of Scalability	Ability to scale innovative product lines through BCT to accommodate growth	Increase in transaction volumes and participants	Achievable through the implementation of BCT	Supports business expansion and sustained growth	Biannual scalability assessments
Return on Investment (ROI)	Return on investment from BCT implementation	Net financial gains from BCT adoption	Achievable through the implementation of BCT	Demonstrates value and effectiveness of BCT	Quarterly ROI analysis

Through a thorough examination, SGS has provided Kind with valuable insights into the challenges and opportunities inherent in its current strategic direction in North America. Armed with this comprehensive analysis, Kind is now equipped to make informed decisions to mitigate risks, capitalise on strengths, and navigate the competitive landscape effectively, ultimately positioning itself for sustainable growth over the next five years. By aligning its strategic initiatives with market trends, customer preferences, and operational capabilities, Kind can enhance its competitive advantage and achieve long-term success in the healthy snacks industry.

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