

# BERT'S BITES

**operations plan**

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**Bert's Bites is an artisanal food company, founded by Roberta Intrater, offering a uniquely blended snack of oats, corn flakes, almonds, and dried cranberries.**

### **why bert's bites?**

Her current operations are located in San Francisco, producing in a local kitchen and selling to local distributors, partners, and fairs as well as online.

Her product tastes delicious and is beautifully packaged making it a wonderful addition to pantries, party trays, and desk tops. It's perfect for sharing and gift-giving.



## VISION

Our vision for Roberta and Bert's Bites is to develop Bert's Bites into a company with a revenue of at least \$90,000 annually within 3 years, in order to operate with the proposed co-packer model paired with an office staff to support Roberta's operations.

## MISSION

**Bert's Bites is an artisanal snack perfect for gifting, gatherings, and, of course, snacking.** Unlike its competitors, Bert's Bites is handmade in San Francisco, sourcing only the best ingredients made to perfection using Roberta's own recipe.



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## Sell!

Sell the Bert's Bites business (similar to what happened with Boom Chicka Pop).

### Value Proposition

Handmade, wholesome snack.

Personalized gifts & custom orders

Packaged in delightful jars and bags

Roberta & the brand

### Customer Relationships

Giving & saying thanks

Unique, made in SF

Brand loyalty

### Channels

Word of mouth

Website, social media

Retail vendors & fairs

### Customer Segments

Corporations (especially hospitality industry)

Bay Area locals and beyond





## business model canvas

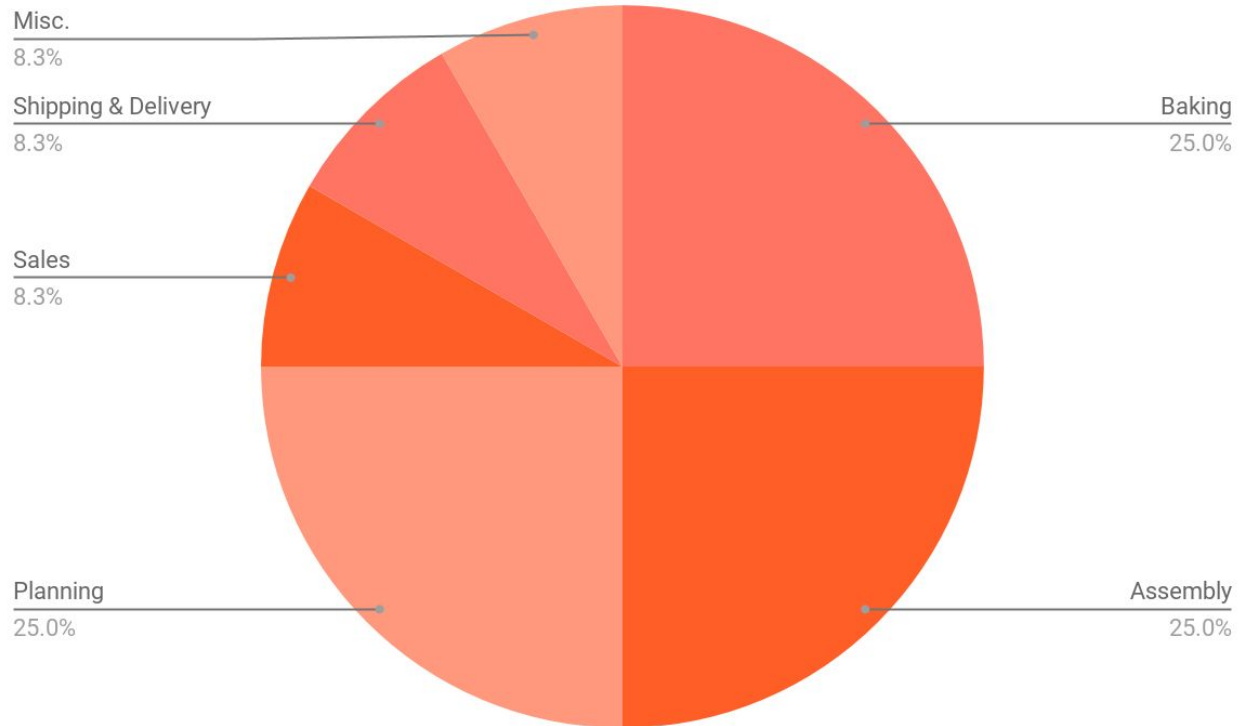
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### KEY PARTNERS

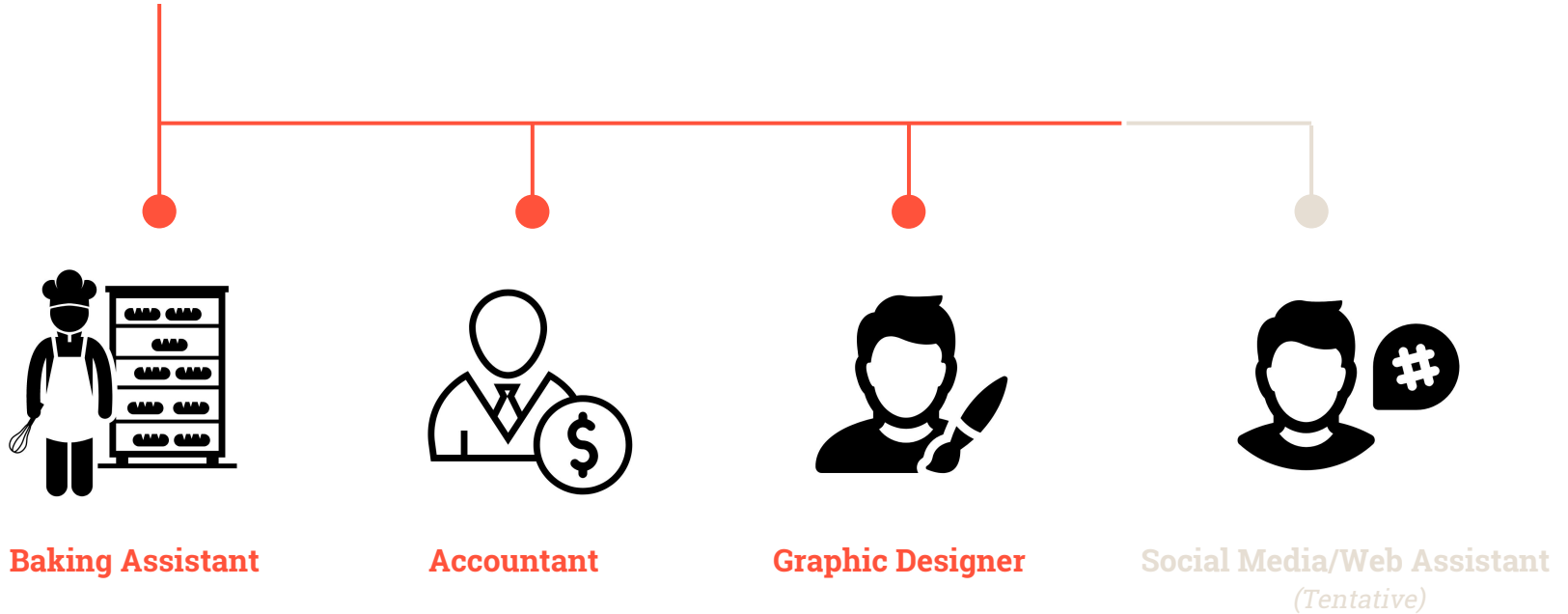
- Fairmont Hotel
- David (Roberta's mentor)
- SFO
- CCA
- SF Made



**ROBERTA'S KEY  
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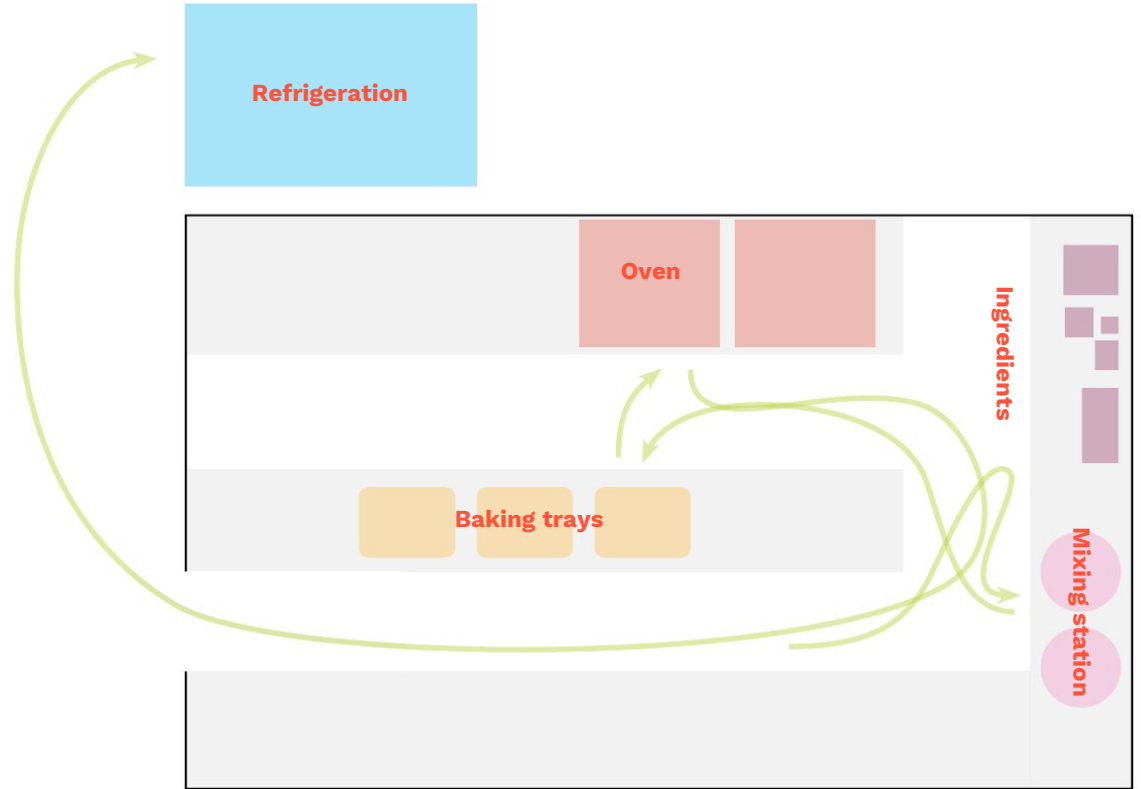
## KEY ORGANIZATIONAL RESOURCES



## business model canvas

- Prep Work
- Measuring
- Mixing
- Spreading
- Baking

**Note:** This does not include sourcing ingredients, unloading ingredients and equipment from car, prior clean up, loading finished inventory, etc.





## business model canvas

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### REVENUE STREAMS

Bert's Bites current revenue stream is managed by Roberta herself through her partnerships with retailers and distributors. Through these relationships, she receives repeat large orders steadily growing. There are online sales through an online shopping tool connected to her website which are also tracked and managed through the website.

## Cost Structure

An analysis of Bert's Bites income statement from January to December 2016 showed a 10X revenue growth. From January to December 2017, total revenue reached 3X more than total revenues from 2016. **The most profitable periods occurred during winter seasons, while the most profitable client was the large order acquired from the Fairmont in the month of January.**

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Expenses are quite modest and may even be understated. If there are any improvements that can be met in cost reduction, it would be locating less costly production methods and materials for ingredients and packaging, and shipping costs.

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### cash sales

Cash sales (which include in-person and large corporate orders) account for the majority of revenue, while online sales provide an even flow of revenue on a month-to-month basis.



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# SWOT ANALYSIS

current analysis

SWOT analysis

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## **STRENGTHS**

**High quality product**

**Efficient workflow**

Established sourcing network

Ability to customize orders

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## WEAKNESSES

Limited storage capacity

### Limited production capacity

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## THREATS

**Possibility of missing out on growth opportunities because of production constraints**

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# **FUTURE OPERATIONS STRATEGY**

# Future Evaluation of Brand Value.

## Intellectual Property

One of the greatest challenges for Bert's Bites upon Roberta exiting the production side of the operations is maintaining and controlling the consistency of the output and quality the goods.

While Bert's Bites might not own the intellectual property rights to Roberta's original recipe, it is certainly an "intellectual advantage" over the industry and current and future competitors.

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## Brand Recognition

Bert's Bites is lacking in brand recognition. Their online and social media presence is lacking. The visual communication of the brand is inconsistent across mediums and formats. It is only recognizable to current customers while even those customers do not discern certain branding aspects.



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### Product Diversification

Customers want products that are adapted to their dietary restrictions and needs. Roberta has successfully tested these recipes and should now put them into production. Bert's Bites should continue to diversify their product through limited edition packaging.

### Specifically define customer segment to better understand their needs.

Distinguish among customer types (i.e. individual single-order customers and large corporate clients) and then further define specifics within those customer segments. For example, what kind of customers are going to fairs, what kind of experience do they want, and what are their needs that will likely cause them to engage with Bert's Bites in the future?

### Maintain the Bert's Bites brand while still leveraging partnerships.

Simple things such as putting the Bert's Bites sticker on top of the jar and the customer's logo on the tag attached to ribbon. The ribbon gets put aside fairly quickly but the jar of Bert's Bites might sit on someone's desk, etc. for longer. Not only will that customer be reminded of Bert's Bites through the branding of the jar every time they reach in for a snack but passersby will see it as well.



**Building relationships with individual customers vs. corporate clients require different strategies.**



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## Social Media

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## Subscription

Offer a subscription service or club membership where product is delivered on a routine basis. Great for gifting!



## PARTNER ENTERPRISES

Hotels such as the Fairmont and other corporate organizations have proven to be both customers as well as channels to reach new customers. Partnerships such as these bring in revenue and promote growth of company.

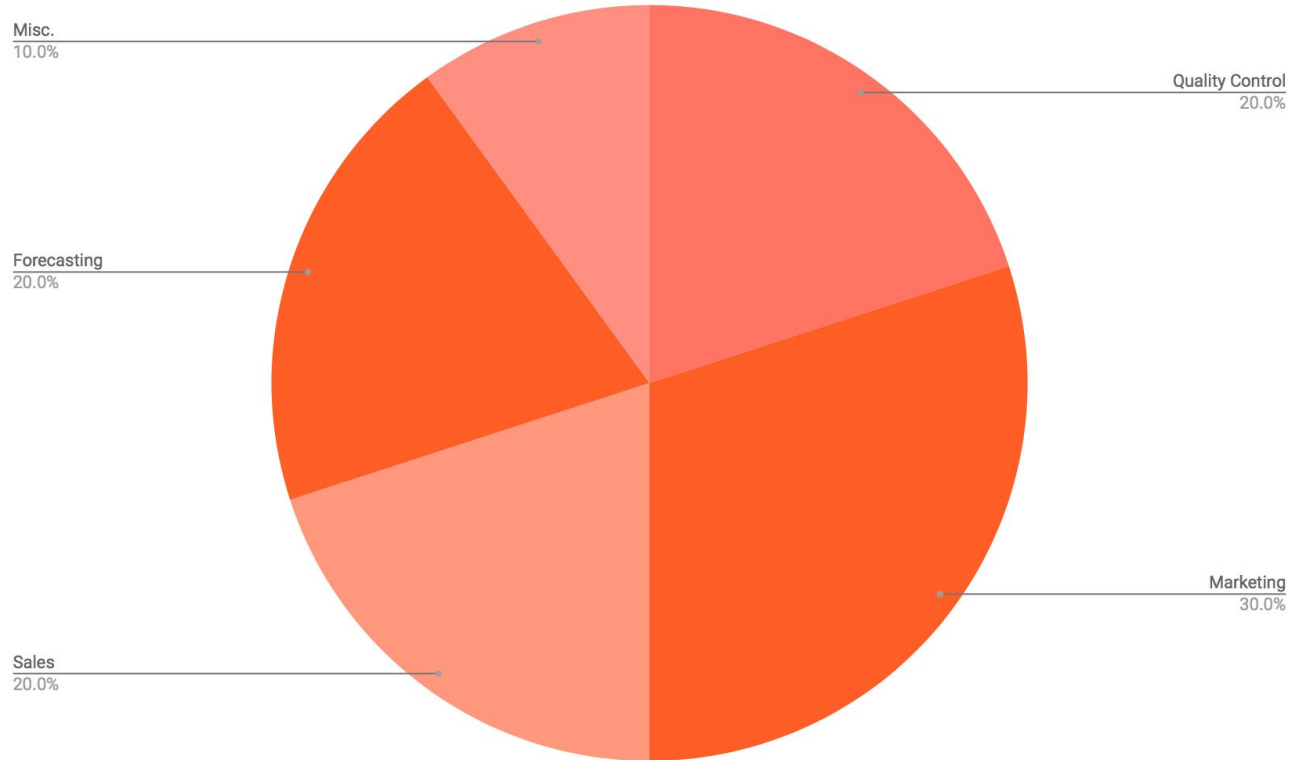


## CO-PACKER

**There are many options for co-packers Roberta can take use of.**

It is important that Roberta builds a strong relationship with the co-packer that she chooses to use. It is important that the co-packer have a flexible option for Bert's Bites productions. When orders need to turn around quickly, or if they need to be changed, a good relationship with the manager will help. Additional suggested pricing options are discussed in the resources portion.

**ROBERTA'S KEY  
ACTIVITIES:**

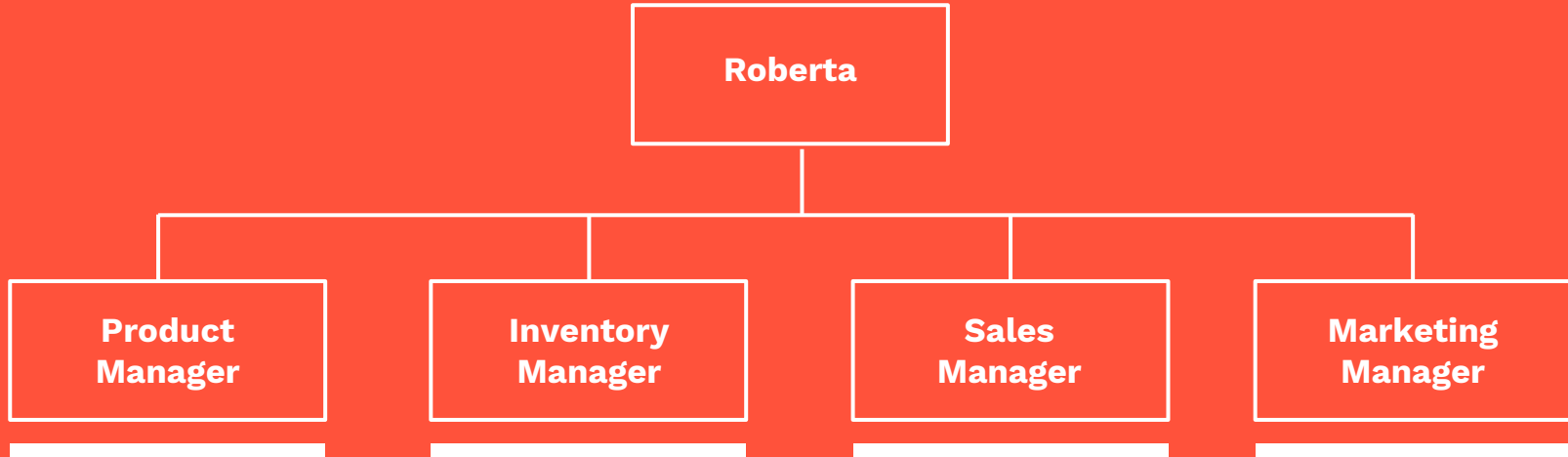


operations strategy

key resources

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## Organizational Design





### Facilities

Instead of paying for each hour operating at the JCC, the co-packer model will either be a lump fee for each quarter's production.

### Storage

With the co-packer, we recommend that Bert's Bite pay by shelf space instead of a lump sum.

### Ingredients

Using the co-packer model, Roberta is not limited to her current suppliers either. She is able to negotiate with suppliers that have a larger minimum order.

### Packaging & Shipping

Instead of individually packaging, and shipping every order, these costs will be lumped into the costs of the co-packer model. They may have services that include printing labels and producing the packaging.

### Employees

Using the co-packer model will free up capital and attention from Roberta. Roberta will be able to manage an office team including a social media assistant, graphic designer, accountant and product manager.

operations strategy

revenue

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## FAIRS

The fairs are a part of revenue in order to make small sales, but also to secure new and bigger partnerships. We recommend that Roberta focus her efforts on larger shows that will reach bigger retailers and distributors to partner with.

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## ONLINE

The online portion provides Bert's Bites with consistent income, month to month. By growing this channel, she will be able to support her basic operations.

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# **FUTURE IMPLEMENTATION STRATEGY**

implementation

timeline

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## PHASE ONE

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Stay in current kitchen and ramp up production. Pay by hour, find a long term storage space, hire more people, and stay with current suppliers

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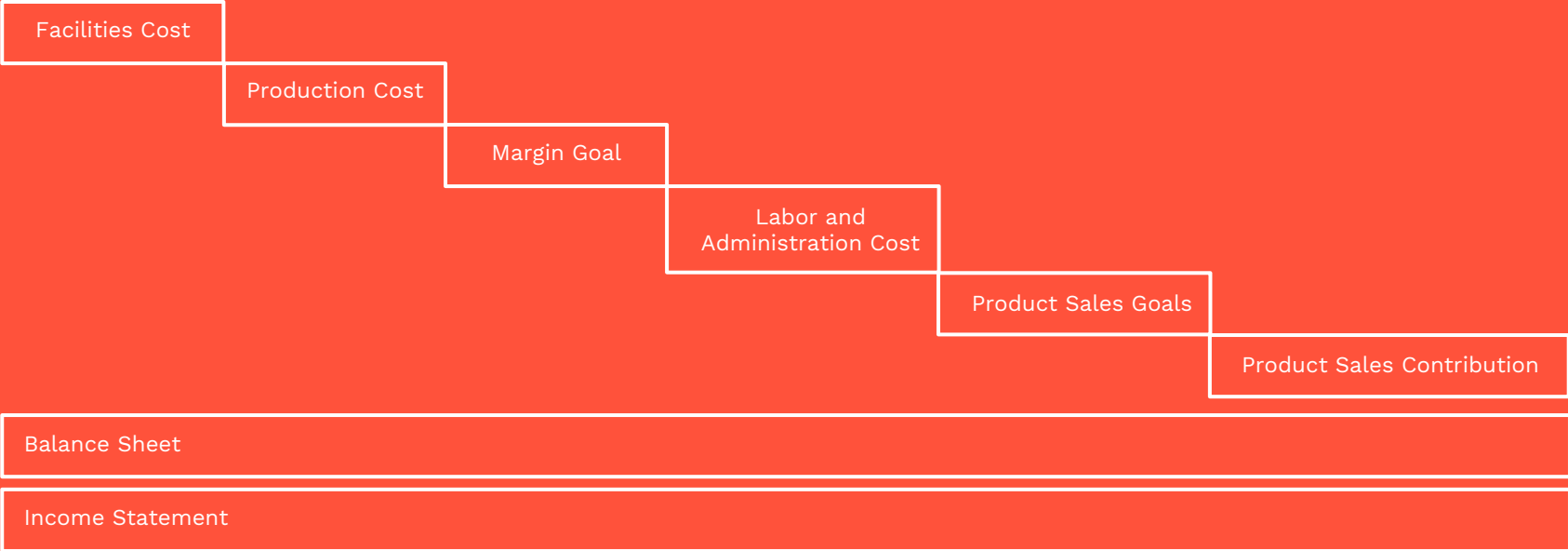
## PHASE THREE

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Move to Co-packer to ramp up production, the co-packer charges an annual flat rate and days operating. They provide storage, workers, and managers and all the supplies.

# Implementation strategy

## DASHBOARD





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### Dashboard

Dashboard that evaluates and calculates business structures and operations including costs, internal organizational metrics, etc.

## recommendation 1

## strategic planning

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### Calendar

Calendar of future supply chain plan based on growth analysis

## recommendation 1

## strategic planning

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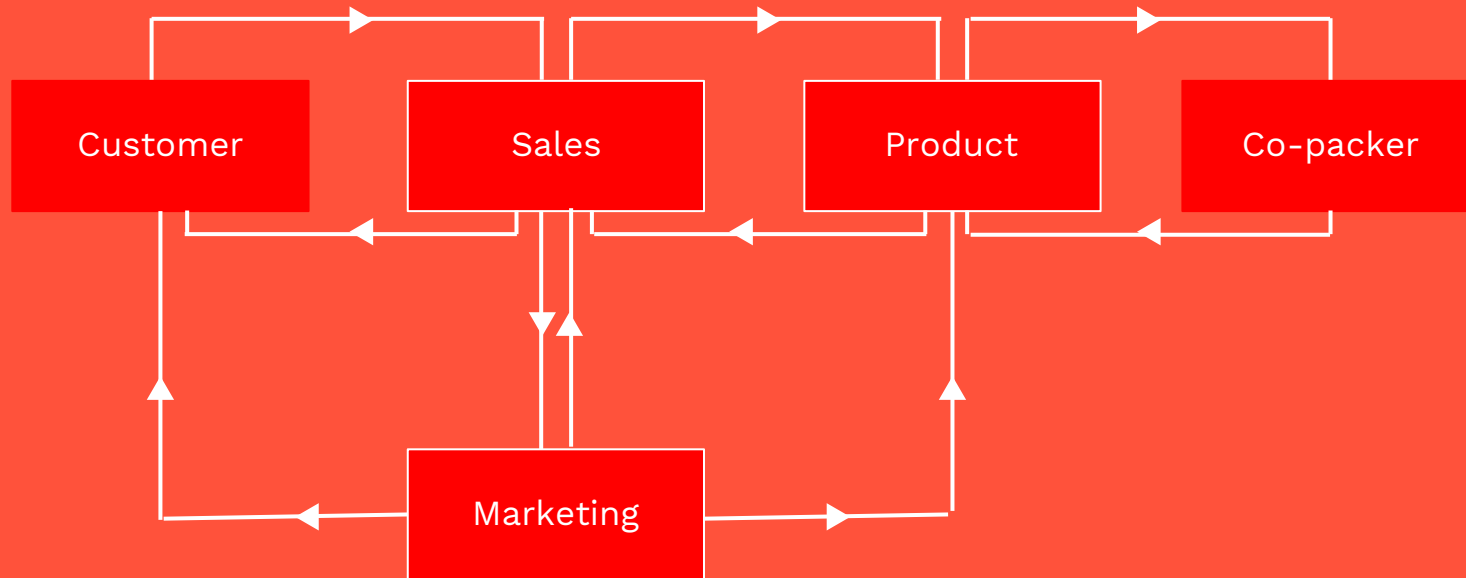
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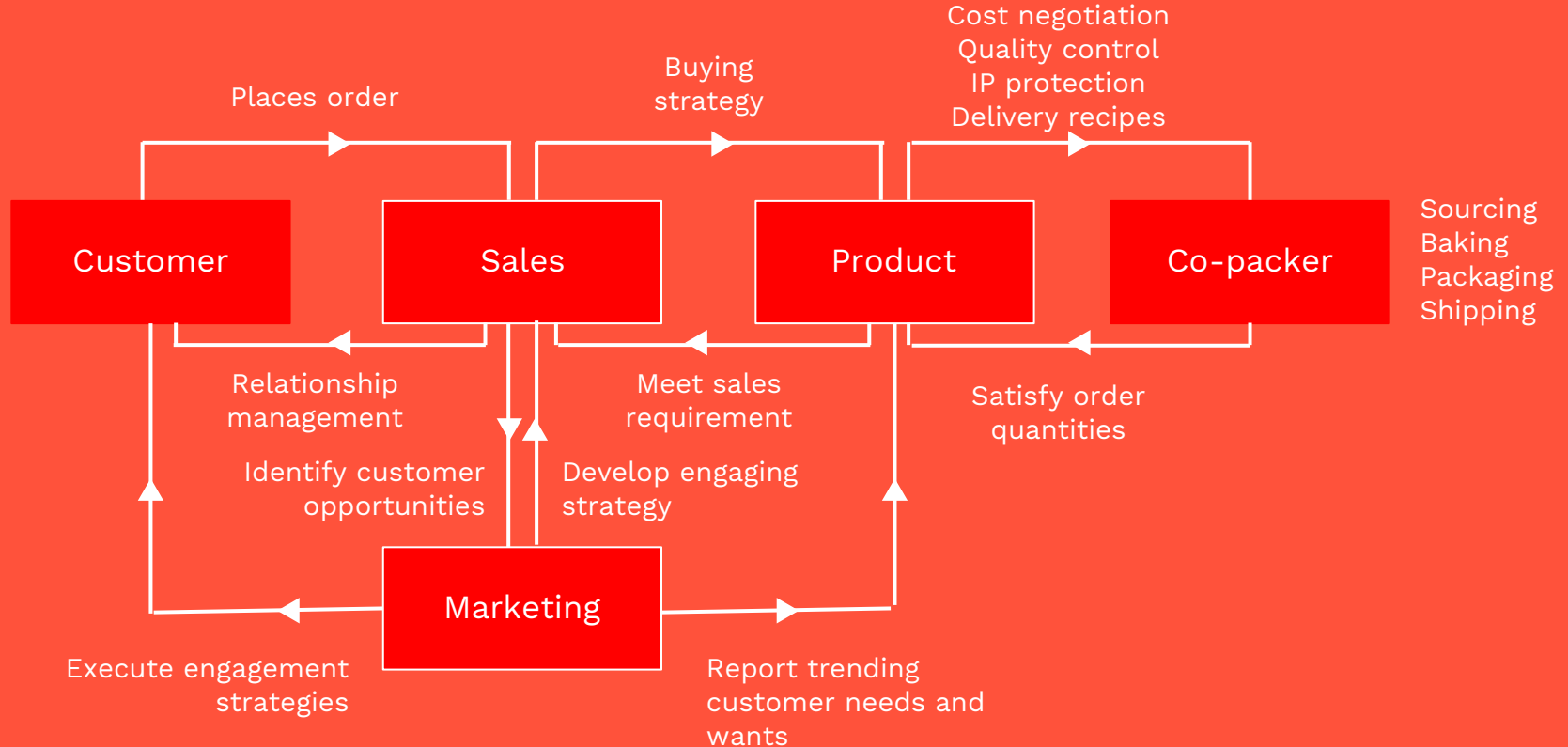
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### Goals

Monthly, quarterly and annual sales goals







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**Implement dashboard  
tool for hiring, internal  
organization metrics,  
and costs**





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**Co-Packer Relations**

## recommendation 2

## management

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**Co-Packer Relations**



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**Supply and Sourcing Relations**

1.

Leverage partnerships with other businesses (i.e. Fairmont) while still maintaining the Bert's Bites brand

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2.

Multiple Channels of Marketing through social media,

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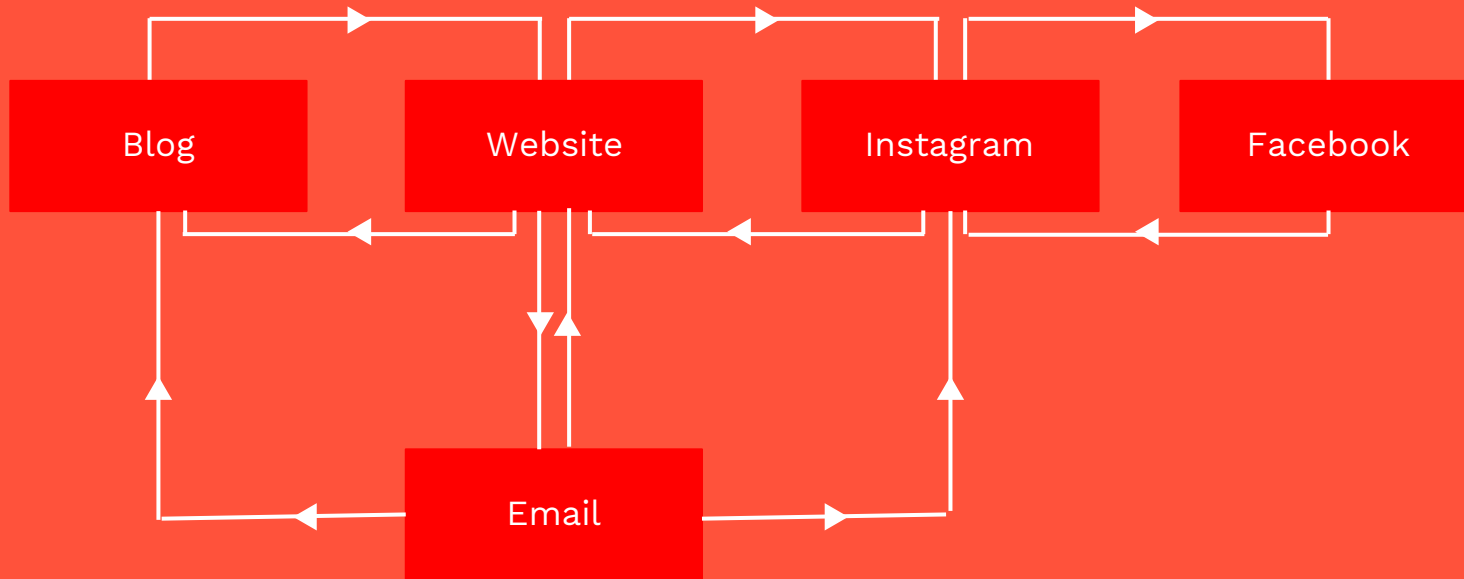
Making the brand self-sufficient so that it will maintain the value even if Roberta is not directly a part of it

implementation strategy

increasing brand value

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## Communication Flow



## conclusion

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**Bert's Bites has a lot of potential to becoming the next big luxury snack. With the right brand, supply chain, and relationships, Roberta can manage operations without being in production herself.**

Using our metrics, timeline, and planning, she can grow her team to have a fully self-functioning production department, marketing department, and sales department. This plan would help her attract investors, gain capital, and scale!

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**THANK YOU!**