

## Case Scenario: Exavier Candy

Exavier Candy, Co. has been manufacturing and selling hard candies for over 100 years in the U.S. domestic market with employees whose families have worked for the Exaviers for generations. The company is privately owned by the Exavier family that lives in St. Louis, Missouri with all manufacturing and management operations located there. With competition from global candy manufacturers that can produce and ship to their current domestic customers at a lower cost, Exavier is experiencing a loss in sales. Recognizing the consequences of not innovating their product line and adapting to and competing in the changing domestic and global market place, Exavier has decided to look at other products that will make them unique to this new challenge and keep growing their business.

**EXAVIER Candy— “A tradition”** The only addition to their product line in the last 100 years of operations has been the addition of espresso flavor and adding dark chocolate to the praline flavor. Otherwise, the Exavier family has always prided themselves on maintaining the same quality products that their forefathers provided.

**The Exavier Candy current product line includes the following:**

**Hard Candies:**

Lemon

Raspberry

Root beer

Peppermint

Butterscotch

Lollipops are also available in all the above flavors

**Chocolates:** Both dark and milk chocolates of the following:

**Soft centers:**

Raspberry

Caramel

Coconut

**Solid chocolates:**

Espresso flavor w/ or without nuts

Praline flavor w/or without nuts

Hazelnuts

Almonds

Pecans

Chocolate lollipops-both dark and chocolate

**Disclaimer:** The organization and characters depicted in this exercise are fictional. Any resemblance to real organizations or individuals is purely coincidental.