BRIGHTSTEPS AT A CROSSROADS

| 🌍 ***Week 15 - Case Study: BrightSteps at a Crossroads – Reinventing Social Impact***

Points: *25* |

🏢 *Background*

*It's been **15 years since BrightSteps first launched** its social enterprise to combat childhood malnutrition through affordable, nutrient-fortified snack bars. Once hailed as a model for sustainable impact, BrightSteps expanded across multiple regions, won social entrepreneurship awards, and built strong community partnerships.*

*However, in recent years, the organization has entered a period of **strategic stagnation and financial strain.** Market demand for fortified snacks has declined, donor priorities have shifted toward other global health initiatives, and production costs have surged due to supply chain disruptions. BrightSteps now faces a critical turning point — how to maintain its mission while adapting to an evolving and more competitive social enterprise landscape.*

Current Snapshot

- *Ingredient costs have risen 30%.*
- *Government grants have declined, and donors have shifted priorities.*
- *Sales through schools dropped 25% as districts cut budgets.*
- *New competitors sell cheaper but less nutritious snack bars.*
- *The founders disagree on whether to pivot toward mainstream retail or recommit to nonprofit partnerships.*

*Despite challenges, BrightSteps still enjoys **strong community trust**, **proven social impact data**, and a **recognizable brand**.*

💼 *Student Task*

As BrightSteps' strategic advisors, develop a 2 - 3 min presentation addressing:

1. ***Strategic Focus:***
   - *Should BrightSteps pivot toward profit-driven retail, form new social partnerships, or blend both?*

2. ***Financial Response:***
   - *What sustainable revenue models could replace shrinking grant funding (e.g., subscription donors, impact investors, or retail licensing)?*
3. ***Mission Integrity:***
   - *How can BrightSteps preserve its founding purpose while adapting to market realities?*
4. ***Leadership & Communication:***
   - *What internal and external messaging should the company use to maintain trust and morale?*

📊 *Grading Rubric (25 Points Total)*

Criteria	***Description***	***Points***
Strategic Analysis	*Identifies realistic strategic options and trade-offs.*	*7 pts*
Financial Creativity	*Proposes viable funding or revenue solutions.*	*5 pts*
Mission Alignment	*Demonstrates how social goals remain central.*	*5 pts*
Feasibility & Clarity	*Recommendations are actionable and coherent.*	*5 pts*
Professional Quality	*Organization, tone, and formatting.*	*3 pts*
Total		***25 pts***