DEPARTAMENTUL DE MANAGEMENT
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Entrepreneurship and Business Administration (MDAE)/ International Business Management (IBM)

Please solve this case study individually and upload your written response during the application period (13–20 July 2026) in your admission file. The case study includes two questions. Your uploaded document will serve as the basis for the admission interview, during which you will be asked to discuss and further explain your answers.

Please provide clear, concise, and direct answers. During the admission interview, each candidate will have a maximum of 5 minutes to present and discuss their responses. To ensure that the interview can be conducted effectively within this timeframe while allowing sufficient depth of analysis, the written response should be between 400 and 600 words.

Case study: Greenbite Foods – choosing the right path for future growth

GreenBite Foods is a Romanian company founded in 2018 by three entrepreneurs who wanted to respond to the growing demand for healthy and sustainable food products. The company started with a small range of plant-based snacks sold through local stores and online channels. Thanks to changing consumer preferences, increasing awareness of environmental issues, and a strong focus on product quality, GreenBite quickly became one of the most recognized brands in its market.

By 2026, GreenBite employed 120 people and generated annual revenues of approximately €12 million. The company sold its products throughout Romania and exported them to several neighboring European countries. GreenBite built its reputation on three core values: innovation, sustainability, and customer trust.

The founders strongly believed that business success should be combined with social responsibility. As a result, the company invested in employee development, encouraged open communication, and promoted environmentally responsible practices. Employees appreciated the collaborative culture, and turnover remained relatively low compared to competitors.

However, the business environment had changed significantly over the past two years. Rising energy costs, inflation, and supply chain disruptions increased operating expenses. At the same time, large international food corporations entered regional markets with significant financial and marketing resources. GreenBite's management team realized that maintaining growth would require a clear strategic direction.

During a strategic planning meeting, the executive team identified two possible options for the company's future development.

Option A: International Expansion

The first option involved entering larger Western European markets, particularly Germany and the Netherlands. Market research showed growing demand for plant-based products and considerable sales potential.

Supporters of this strategy believed that international expansion would increase revenues, strengthen the company's competitive position, and improve brand visibility. They argued that GreenBite had already developed strong products and operational capabilities and that delaying expansion could allow competitors to capture important market opportunities.

However, international expansion would require significant investments in marketing, logistics, distribution networks, regulatory compliance, and market adaptation. The company had limited experience operating in highly competitive international environments. Some managers were concerned that rapid expansion could place excessive pressure on financial and managerial resources.

Option B: Sustainable Innovation and Operational Improvement

The second option focused on strengthening GreenBite's current market position through investment in sustainability and operational efficiency. Management considered purchasing energy-efficient equipment, reducing packaging waste, improving production processes, and developing a new range of products made entirely from locally sourced ingredients.

Supporters of this strategy believed it aligned closely with the company's mission and customer expectations. They argued that sustainability could become a major competitive advantage while reducing long-term operating costs. Furthermore, the strategy would require lower financial risk than international expansion.

Nevertheless, some managers worried that focusing only on existing markets could limit future growth opportunities. They believed the company might miss the chance to establish itself internationally while demand for plant-based products continued to increase.

Leadership and Organizational Challenges

The management team was divided regarding the preferred strategic direction. While the founders favored sustainable innovation, several senior managers supported international expansion.

Employees also expressed mixed opinions. Some viewed international growth as an opportunity for career development and professional advancement. Others feared that rapid growth could negatively affect the collaborative culture that had contributed to the company's success.

The board of directors requested a strategic analysis before making a final decision. Management was asked to evaluate the company's internal strengths and weaknesses, assess external opportunities and threats, and recommend the most appropriate strategy for the next five years.

Questions for the interview

Question 1

What are GreenBite's main strengths, weaknesses, opportunities, and threats? Based on your analysis, which strategic option should the company choose and why?

Question 2

How can the company's leaders maintain a positive organizational culture while implementing the chosen strategy? Provide two concrete actions.