

BROAD COLLEGE ADMISSION – SAMPLE CASE STUDY

Scenario

Broad Distribution is a \$400M, nationwide distributor of snack foods. Their main customers are snack food retailers, major grocery stores and food-marts. Presently they own 25 distribution sites and are trying to determine what factors make some sites more profitable than others.

Company Information;

1. **Ownership** – Each location is “owned” by a regional Vice President, a company employee with incentive compensation consisting of 75% from regional performance and 25% from overall corporate performance. An additional bonus is available to the 5 top-performing regions.
2. **Sales Force** – Each distribution site is responsible for generating sales near the site with grocery chains, restaurants, and snack food retailers.
3. **Regions** –There was little planning around how each region was developed: the regional VP determined most of the regional locations according to his/her preferences.
4. **Information sharing across regions** – Distribution centers are encouraged to share best practices to increase the overall performance of the company.

You have been called in as a consultant to help Broad Distribution. Please consider the following questions;

Questions

1. What advice would you give to increase profits at distribution sites? Be sure to include factors you believe make some distributors more profitable than others.
2. What could be the unique aspects of the different distribution sites which may influence sales?