Cornell Social Business Consulting

Sample Case 2

Your client is *Chobani LLC,* a company that produces Greek Yogurt across the United States. Since the company was founded in 2005, it has grown to be the top selling brand of Greek Yogurt in the U.S. In addition to its business success however, Chobani has remained committed to its mission of providing high-quality food to as many people as possible, and the practices they have implemented through sales strategies and corporate structure reflect this mission.

In recent years, Chobani has noticed that their primary consumers demand healthy and responsible products from the company. While Chobani's leadership is confident that the company is well-positioned to address changing consumer interests, they've brought in your team to help them identify the best path forward.

Your Tasks

1. Chobani has narrowed their options for growth to three key choices. Develop a cohesive recommendation as to the best of the available options. They are as follows:

- Develop a new product line
- Rework sales and distribution strategy

    In addition to a complete recommendation, please outline the first 2-3 steps you recommend your client take in order to implement this strategy.

2. In addition to your growth recommendation, Chobani is looking for your team to advise them on their new incubator program.

    The Chobani Food Incubator is a program for companies taking on broken food systems to bring better food to more people. In addition to investment, [Chobani] gives growing food and beverage companies access to [its] network and expertise in order to scale up their operations and achieve significant growth.

    Chobani feels this program is critical to their success. What should Chobani think about in bringing in new enterprises to their incubator?

3. Despite their stated commitment to social responsibility, employees and consumers are increasingly concerned about Chobani's overemphasis on profit generation. How can they combat this perception, both internally and externally?