



**MANAGEMENT**  
Research & Solutions  
INCORPORATED

## Disley Food Services

Disley Food Services is a Toronto area distributor of premium food products. The food distribution industry has seen declining margins and bankruptcies as they have been attacked from both sides. Food buying has shifted away from small independents to superstores with direct purchase models. Large distributors with huge product lists have squeezed smaller players with aggressive pricing and one-stop business models.



### Benchmarking

Disley had faced dual problems where it seemed only one could be solved at a time. Profitability was not meeting expectations at the same time as staff and ownership were working very long hours, all of which was leading to turnover and dissatisfaction. The analysis identified a range of gaps in processes in sales, operations, and finance.

### Implementation

- Helped the company understand which customers and orders were profitable
- Coordinated implementation of revised pricing to increase profits
- Implemented non-financial performance measurements for each key department – customer service, sales, warehouse and delivery
- Implemented an order cut-off with minimal customer defections
- Coached owner on negotiations for selected products
- Documented and trained sales best practices in a structured sales pipeline
- Documented and trained an improved, integrated process for inventory control, purchasing and invoicing
- Installed financial controls and plans, clearly linked to daily operations

### Results

- Management has a more positive outlook on the future
- Staff are working an average of 15% fewer hours
- Sales are up 5%
- Margins are up 1.5%
- Profits are up 45%
- Turnover among staff is significantly reduced
- The company was able to move into a new facility twice the size

*“We were all overworked and underpaid. I feel there is no way that we could have handled the volume we got from our competitors going under without the improvements to our processes. Working with MRSI was a great experience.”*

Neil Goldenberg  
President  
Disley Food Services