

# Global Reach with a personal touch!

## Real-life Business Case Broekman Group Logistics

Franzen/partners conduct its Change Management Programs with real-life business cases. We invite varied sized organizations from different industries/sectors to present to us their real life challenges which need solutions. How can they gain fresh insight from someone other than their employees? By involving the next generation leaders, like MBA students, to solve a business case, an organization is able to gain new perspective, and reduce its lead time to implement new strategies. At the same time students are able to apply their knowledge in solving real business challenges. It's a win-win situation. And for Franzen/partners it is an exciting, fun, and fulfilling process to facilitate. We share with you our experience with the Broekman Group.

Broekman Group is a logistics organization specializing in ocean, road, rail, air transport, as well as value added logistic services like warehousing, and physical distribution. Operating from seven countries the group reaches the world with a personal touch. For over 5 decades, they have continued to

expand, and develop, building qualities of responsiveness, strength, reliability, and sustainability. In 2006, they took over an Indian logistics company and faced the challenge of merging their Dutch culture with that of India. They overcame that challenge with success and are now ambitious of increasing their presence in India, by setting up many more offices in the next three years. On February 9th, 2011 Franzen/partners invited the Broekman Group to present a real-life business challenge to 160 MBA Students of NIILM Center for Management Studies. Mr. Albert Hoek, Managing Director Broekman Group's Logistics and Shipping Divisions, flew from Rotterdam, Netherlands, the Broekman headquarters, to present his views and pose challenging issues faced by the organization. Mr. Albert Hoek was accompanied by his colleagues, Mr. Rajiv Nathan, *Vice President India*, and Mr. Sandeep Tyagi, *All India Marketing and Sales Manager*.

Broekman's posed the following challenging issue to these MBA students (quote letter Mr. Albert Hoek):

*'...Currently Broekman Logistics India operates with 12 offices. Given the tremendous market of India, the growth and size of India, we believe that within the next 3 years, we need to double the number of offices in India.*

- We need your help with 12 additional key locations in India which are crucial to the Broekman Group for the coming years. What can you recommend?*
- Choose 3 top locations and describe these locations in details by using WHY -WHAT-WHEN-BY WHOM and HOW.*
- Work out the details and write a paper of your Business Case – max 2 sheets as a summary of your proposed 'move forward' for this Business Case....'*

As a true spokesman, Mr. Albert closed his letter with the following paragraph: *'... I wish you good luck, creativity but most of all common sense*



*and a practical approach for this challenge. Keep in mind: any business is only of interest if a bottom line financial black figure is realized...'*

There were 15 teams, with 12 students each, led by a chairperson. They were excited, but under pressure to submit their paper in 24 hours. The following morning each team had to present its results to a distinguished panel. The panel consisted of Mr. Albert Hoek, *Managing Director Broekman Group's Logistics & Shipping Divisions*, Mr. Rajiv Nathan, *Vice President Broekman Logistic India*, Prof. S. Neelamegham, *President NIILM – CMS*, Drs. Marjan J. Franzen, *CEO Franzen/partners & Chairman panel*, Mr. Jay Chauhan, *Vice President Technology NDTV Worldwide*, and Mr. Guus Lamers, *First Secretary Economic Department of the Royal Dutch Embassy*.

This qualified panel was requested to judge the paper basis the following criteria: Quality of content, Feasibility of recommendations (technological, financial, resources, and time frame), Creativity, Value for the Broekman Group Worldwide, Innovative solutions for the logistics branch, Presentation skills (powerpoint, interaction with audience, clarity of message, and persuasiveness of content of paper).

It was a tremendous and challenging task for the team. They were pulled out of their comfort zone and made to deliver qualitative and quantifiable solutions which were practical to implement. In the end, there would be only one winning team.

But what would make the difference? The students were amazed, and honored that their solutions would be considered as the Broekman Group made its expansion strategy for India. Time, pressure, competition, performance, team work, and common sense were key elements for the teams' success.

The management team felt that such an experience can provide creative solutions to real-life challenges faced by an organization. They also got to interact with global future leaders, who going forward could be of great value to the organization. *'Contributing to Franzen/partners' program was truly a pleasant, and new way of marketing'*. And last but not the least; they gained insight on how to manage different cultures effectively in their own international organization. This is how the Broekman Group continues to reach its people globally with a personal touch. They reached out by performing and contributing to this program.

**So what are you waiting for? If you have challenging issues which need creative solutions with a fresh perspective, go ahead and contact us now.**

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