

# **BA Study Session 1 – Possible** **Solutions** **2025**



**German American  
Chambers of Commerce**  
Deutsch-Amerikanische  
Handelskammern

**German American Chamber of Commerce  
of the Midwest, Inc.**

150 North Michigan Avenue, 35<sup>th</sup> Floor  
Chicago, Illinois 60601

Phone: +1 (312) 644-2662 | Fax: +1 (312) 644-0738  
[www.gaccmidwest.org](http://www.gaccmidwest.org)

**Scenario:**

You own a small business making and selling various dog treats. You offer two main varieties of treats: crunchy baked cookies (sold in boxed quantities) and frozen ice cream. Each of these varieties come in the following flavor profiles: oats and apple, lavender and vanilla, cheese and bacon, and peanut butter and banana. Based on customer feedback from 2023, you've added two new options for each flavor and variety combination: with or without icing (for the baked cookies) and with or without whipped cream (for the ice cream). In 2024, you also began offering customers a variety box of baked cookies. This item comes with a mix of cookies from all the flavor profiles, with and without icing.

Now that the 2024 fiscal year has come to an end, you are reviewing the sale numbers to see how well (or poorly) the new variety box performed compared to the single-flavor boxes. In the Excel spreadsheet, you will find four Sheets: "Treat Codes", "2024 Orders", "Orders by Month", and "New Item Analysis". To determine the performance of the new variety box, complete the tables in "Orders by Month" and "New Item Analysis" using the data found in "Treat Codes" and "2024 Orders".

**Task 1 – SOLUTIONS: See EXCEL**

To help with product planning for 2026, you want to organize the order details from 2024. You want to see how the single-type and variety cookie boxes performed.

**Formulas to use:** SUM, SUMIF, MAX, IF

1A. Fill in the data missing from Sheet "Orders by Month". Fill the cells using direct references to Sheets "Treat Codes" and "2024 Orders" whenever possible.

1B. Calculate the totals for each month and item.

1C. Determine both the individual flavor box and month with the most sales. Use an 'x' to indicate the highest sales, leaving the rest of the cells blank.

1D. Insert a line graph using the data from the table. Exclude the variety boxes from the data. Set the x-axis as the number of boxes sold. Set the y-axis as the months, excluding January. Add a sensible x-axis label and a chart title. Make sure the legend displays the correct item numbers. Set the y-axis position to "on tick marks". The maximum bound for the x-axis should be 250 with a major unit of 10.

**Task 2 – SOLUTIONS: See EXCEL**

You would like to see how your newest item, the variety box (Item No. BCVB00), performed to see if the item is profitable. The production costs per variety box as well as the sale price have already been entered.

**Formulas to use:** VLOOKUP, COUNTIF, SUMIF, ROUND

2A. Fill in the data missing from Sheet "New Item Analysis". Fill the cells using direct references to Sheets "Treat Codes" and "2024 Orders" whenever possible.

2B. Calculate the average number of items per order of the variety boxes, rounding to the nearest whole number.

2C. Calculate the net profit values missing from the table, rounding to two decimal places.

**Task 3:**

You have been communicating with a locally owned pet supplies store that is interested in retailing your variety boxes. After reviewing the offer proposal and analyzing the variety box sales, you want to negotiate a different set of agreements.

3A. List two elements of the proposal that could be renegotiated (i.e. are not as beneficial to you and your business) and explain your reasoning. Use professional language.

Offer for Baked Cookie Variety Box

To whom it may concern,

We are delighted you are interested in joining our network of wholesalers.

Attached is our proposal for your Baked Cookie Variety Box:

List No.	Item No.	Quantity	Wholesale Unit Price	Total Cost
1	BCVB00	30 units	\$20.00	\$600.00

We ask that you deliver the 30 units monthly on the first Wednesday of the month, beginning July 2025.

Kind regards,

### POSSIBLE SOLUTIONS:

1. I would like to include a clause to review and possibly amend the monthly quantity and/or delivery frequency after two months. Since this is a newer product for your stores, it may be helpful to first evaluate how it performs with your customers before committing to a long-term contract.
2. While I want to respect your need for the sale of these cookie boxes to be profitable for your store, in order for the agreement to also be profitable for Puppy Yums Bakery, a wholesale price of \$20 per unit would result in a net loss of \$7. I am happy to offer a price of \$37.00 so the agreement can be profitable for both companies and sustainable long-term.

### Task 4

Assume you decide to pivot to only producing and wholesaling your variety box product. You want to figure out if the terms outlined in the proposal are feasible long term.

4A. What type of calculation(s) can help with this? **Break-even calculations, gross margin, etc.**

4B. You already know the production costs (\$27.00/box) for the variety box. What additional information or data is necessary for completing these calculations? **Overhead costs, fixed costs, variable costs, etc.**

4C. What are some measures you take to increase the gross margin on the variety box? **New suppliers with lower prices, outsourcing, increase wholesale price, etc.**