



## Case Summary: Owens & Minor, Inc.

Minor did not want to pass up. This case explains the strategy Balderdash and his team approached to attain the bid with Ideal. The year prior to the bid, O&M was struggling to contain its costs while trying to understand the profitability of their customers and services. By the end of 1995 the company had encountered an \$1.1 billion loss. Balderdash knew that he needed to reevaluate the company's costing and pricing methods if they wanted to even be considered in winning the Ideal contract. Palavered and the team were concerned with their current cost-plus pricing method.

Cost-plus signified that the customer paid a base manufacturer price plus a mark-up added on by the distributor. This allowed for drawbacks like customers engaging in "cherry-picking" and only enabling the distributors to manage low-margin, inexpensive products. This method also tied O's fee to the value of the product rather than the value of the service. The complexity of the pricing structure made it difficult for purchasing manager to track actual product costs or compare quotes from competing manufacturers and distributors.

The company did more than what was being paid for. Their tasks included: Own and manage the inventory for the manufacturer Take on the financial risk associated with the function of managing the inventory flow to the hospitals Care for product returns Carry the receivables (cash flow issues due to long payment terms of customers) Carry and manage most of the inventory for the hospitals (stockpiles at times) Track and verify "customer prices for contracted product purchases" and "monitor agreements between end-users and manufacturers".

Owens & Minor creates a clear value-add for both manufacturers and suppliers. O&M takes the full responsibility for all parts of selling a product. On the other hand customers don't want to buy and own products before they are ready to use it. Thus O also enables them to achieve more efficient structures, while reducing additional costs related to managing efficiently. The best decision for this company is to follow activity based costing and develop that into activity based pricing.

Customers were requesting different types of services such as products to be packaged in smaller units and having stockpile programs. Valdes and his team hoped that activity-based pricing system would align fees with services, relieving O of the burden of unprofitable customers. Using the ABC method would enable the company to evaluate their cost drivers and make efficient decisions based on that data. Although, Palavered and his team submitted a flexible plan where they offered to use both pricing methods, it method proving that they can be leaders in changing the market.

# Owens And Minor Inc Case Study

**V. Kasturi Rangan**



## **Owens And Minor Inc Case Study:**

**Transforming Your Go-to-market Strategy** V. Kasturi Rangan, 2006 A fresh approach to designing and managing channels for the long term this book helps firms expand value for their customers and partners while buttressing their own bottom line Jacket  
**Stand Out from the Competition** William R. McCleave, Jr., Thomas P. Gale, 2003  
**The Manager's Guide to Competitive Marketing Strategies, Second Edition** Norton Paley, 1999-04-30 The ability to think strategically is permeating every level of successful organizations particularly among senior executives and line managers responsible for maintaining a competitive advantage for their products and services Above all Manager's Guide to Creative Marketing Strategies is a pragmatic examination of a 21st century manager The second edition of this popular book will update you on the latest techniques for developing competitive strategies It examines how to apply strategies and tactics in a confusing global mixture of hostile competitors breakthrough technologies emerging markets fickle customer behavior and diverse cultures You will gain practical information about what strategy is how competitive intelligence contributes to successful strategies and how to put it all together The book is an all in one resource for analyzing planning and developing competitive strategies a workbook with checklists and forms and a reference with numerous case histories Features

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provides the most up to date practical tools for evaluating the investment aspects of licensing and joint venture decisions and discusses the legal tax and accounting practices and procedures related to such arrangements *Intellectual Property* Russell L. Parr, Gordon V. Smith, 2005-04-29 This book is designed to simplify the process of attaching a dollar amount to intangible assets be it for licensing mergers and acquisitions loan collateral or investment purposes It provides practical tools for evaluating the investment aspects of licensing and joint venture decisions and discusses the legal tax and accounting practices and procedures related to such arrangements examines the business economics of strategies involving intellectual property licensing and joint ventures and provides analytical models that can be used to determine reasonable royalty rates for licensing and for determining fair equity splits in joint venture arrangements Management Information Systems David Lee Anderson, 2000 This text uses cases to explain Management Information Systems concepts within an industry perspective The cases are direct real and written in the late 90 s Each chapter contains specific sections to thoroughly present and explain the relevant information systems and business concepts Built upon extensive information technology sections this text includes contextual elements such as actual financial information and analysis the importance of data and the impact of technology on the manufacturing marketing and distribution processes An appropriate text for Management Information Systems **Informationweek**, 2002-03 *Management Science*, 2002-09 Issues for Feb 1965 Aug 1967 include Bulletin of the Institute of Management Sciences Management Accounting Anthony A. Atkinson, Robert S. Kaplan, S. Mark Young, 2004 AUDIENCE For upper level undergraduate and MBA Management Accounting courses APPROACH Atkinson is a managerially oriented book that focuses on both quantitative and qualitative aspects of classical and contemporary managerial accounting COMPETITORS Garrison MH **California Management Review**, 2000 **Computerworld**, 2000-05-08 For more than 40 years Computerworld has been the leading source of technology news and information for IT influencers worldwide Computerworld s award winning Web site Computerworld.com twice monthly publication focused conference series and custom research form the hub of the world s largest global IT media network *Arthur Andersen's Global Lessons in Activity-Based Management* Steve Player, Roberto Lacerda, 1999-09-30 Penetrating case studies from around the globe Arthur Andersen s Global Lessons in Activity Based Management uses a wealth of case studies from around the world to illustrate how ABM is a global tool that works Drawn from the experiences of fourteen different organizations in seven different countries these studies illustrate how companies understand the work performed in their organizations and how this understanding can make any company more profitable Each case study describes the conversion strategy selected by the implementation team recounts the successes and challenges of the strategy and explains how problems were avoided or overcome These case studies written by actual members of the implementation teams involved reveal how ABM was used to Identify the cost of services and determine customer profitability in a Brazilian bank Improve profitability through better decision making at a Canadian service distribution firm Turn a Portuguese telephone monopoly into a market competitor

Help a French manufacturing firm boost its profitability Uncover new opportunities for improvement in a U S utility And much more Loaded with important insights practical tips and a large portion of hard won wisdom this book is a must have for anyone who wants to use activity based management to build a stronger more profitable more effective organization

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