



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

Gerald V. Post, David Lee Anderson



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The Supply Chain Manager's Problem-Solver Charles C. Poirier, 2002-07-30 The true promise and benefits of Supply Chain Management elude many organizations Cultural limitations a narrow view of the opportunities offered by and the need to access external resources juxtaposed with a lack of understanding of how technology can enhance business processes create resistance The Supply Chain Manager's Problem Solver Maximilian J. Armstrong, 2006 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 *Introduction to Information Systems* James A. O'Brien, 1998 Introduction to Information Systems is designed in a traditional format with traditional coverage of the topics that support information systems literacy The new edition offers less theory and more information on the basic principles **The Manager's Guide to Competitive Marketing Strategies, Second Edition** Norton A. Paley, 2021-05-13 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 *InfoWorld*, 1996-09-09 InfoWorld is targeted to Senior IT professionals Content is segmented into Channels and Topic Centers InfoWorld also celebrates people companies and projects *The New Science of Retailing* Marshall Fisher, Ananth Raman, 2010-06-22 Retailers today are drowning in data but lacking in insight They have huge volumes of information at their disposal But they're unsure of how to sort through it and use it to make smart decisions The result They're struggling with profit sapping supply chain problems including stock outs overstock and discounting It doesn't have to be that way In The New Science of Retailing supply chain experts Marshall Fisher and Ananth Raman explain how to use analytics to better manage your inventory for faster turns fewer discounted offerings and fatter profit margins Featuring case studies of retailing exemplars from around the world this practical new book shows you how to Mine your sales data to identify homerun products you're missing Reinvent your forecasting and pricing strategies Build end to end agility into your supply chain Establish incentives that align your supply chain partners behind shared objectives Extract maximum value from technologies such as point of sale scanners and customer loyalty cards Highly readable and compelling The New Science of Retailing is your playbook for turning all that data into a wellspring for new profits and unprecedented efficiency Cost

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Computerworld, 1998-05-18 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

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by step instructions for performing more than 70 procedures More than 700 images fully illustrate each procedure Plus common pitfalls are discussed along with strategies to avoid them when performing certain procedures Each chapter includes ordering information for necessary materials or equipment CPT codes and average fees for each procedure

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