

MANAGING COSTS AND QUALITY

ANSWERS TO REVIEW QUESTIONS

16.1 In many medium- to large-sized businesses, conventional planning and control systems are based on standard costing and budgeting. Each year an annual budget is prepared to describe the business's plans in financial terms. The annual budgets for direct material and direct labour are based on the estimated production volume for each major product line and their standard costs. A flexible manufacturing overhead budget, which estimates both planned fixed and variable overhead costs, is prepared. In the non-manufacturing areas, departmental budgets are usually based on the costs for last year, adjusted for the expected effects of inflation and any other anticipated changes.

The plans are implemented by the operating managers. The performance of the managers and their departments is assessed by comparing their actual results against the budget. In the manufacturing areas, monthly standard costing reports show material price and quantity variances for the major inputs, and labour rate and efficiency variances for the major production areas. The standard costing system also reports variable manufacturing overhead spending and efficiency variances and fixed manufacturing overhead budget and volume variances. In the non-manufacturing areas, control is based on a comparison of actual and budgeted costs for each department. Managers investigate the variances and decide what action to take to push their actual results back towards the planned outcomes or, possibly, what amendments need to be made to the plan.

At the department level, the primary measures of performance are the cost variances both in the manufacturing and non-manufacturing areas. In addition, in the sales areas, variances from budgeted sales revenue are measured. For the business as a whole, profit and return on investment are key measures of performance.

Cost management is different from the above approaches because it focuses on strategic goals and the costs that need to be incurred to meet them. In addition, there is emphasis on managed cost reduction consistent with the strategic direction. Rather than allocating cost, the key drivers of cost are found and the drivers of cost are managed. In particular non-value-added costs are eliminated by programs directed to them. Cost management also includes a process view where departments or cost centres are not viewed or managed in isolation, but attention is given to reducing cost across the whole business. Localised cost cutting may, in fact, increase costs or reduce revenue for the whole organisation.

16.2 *Activity-based costing* (ABC) is a methodology for measuring the cost of cost objects and the performance of activities. *Activity-based management* (ABM) refers to the process of using information from activity-based costing to analyse activities, cost drivers and performance so that customer value and profitability are improved.

16.3 Reducing costs through activity-based management involves following four steps:

- identifying the major opportunities for cost reduction
- determining the real causes of these costs
- developing a program to eliminate the causes and, therefore, the costs
- introducing some new performance measures to monitor the effectiveness of cost reduction efforts.

16.4 *Activity cost drivers* are the activities or factors that cause a cost to be incurred. Costs represent the consumption of resources, and these resources are consumed in the performance of activities or some other direct cause factor. In activity-based costing we recognise that activity costs are usually dependent on two different kinds of drivers: resource drivers that indicate the rate at which an activity consumes the resource, and activity drivers that measure the amount of activity consumed by or caused by a cost object. The resource driver is used to measure the cost of resources consumed by an activity and the activity driver is used to measure the cost of an activity consumed by (e.g. for a product) or, caused by (e.g. if the cost object is a manager), a cost object. *Root cause* cost drivers are the basic factors that cause activities to be performed and their costs to be incurred. In most cases, the root cause cost drivers are analysed in reducing non-value-added activities and their costs. Once the root cause cost drivers have been identified, management can develop a program for reducing costs by eliminating the root causes of these non-value-added activities. This program may involve a fundamental restructure of processes (called business process re-engineering). While activity cost drivers focus on costs, root cause cost drivers can be managed without conversion to costs.

16.5 *Value-added activities* add value for the customer or the business. Value-added activities in a motor vehicle repair shop would include panel beating, replacing tyres and installing new windscreens.

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