

# Chapter 7

## Activity-Based Costing: A Tool to Aid Decision Making

### Discussion Case

Potential benefits of adopting an ABC system that arise from having more accurate product (or service) costs include:

- Improved product (or service) pricing decisions
- Improved product (or service) mix decisions
- Ability to target process improvements in key activities that can result in cost savings

Quantifying any of these benefits is an inherently subjective exercise but it can be done. For example, the revised product costs generated by an ABC system could lead management to change prices on one or more of its existing products. Estimates would then be required of the change in demand that would arise from a change in the product prices. The change in demand would depend on the price elasticity of demand, which depends on the number of substitute products available to consumers.

Similarly, management could estimate the cost savings that would result from process improvements made to key activities. One approach to developing the estimates would be to compare the current level of performance on a key activity (e.g., the time taken to set-up production equipment) to benchmark data from leading competitors. An estimate could then be made of the cost savings that would arise if the set-up time could be reduced to the benchmark level. This would be computed as the cost per set-up hour multiplied by the targeted reduction in hours.

One approach is to use when dealing with uncertainty is the expected value approach to calculating the financial impact of various alternatives. For example, management could estimate the subjective probabilities of different levels of demand that may arise from a change in prices suggested by

# Chapter 7 Solutions Managerial Accounting

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