



Bridgeton Industries Case

The dynamics of the automobile industry have been very volatile in the last few decades, and the case depicts how the changing environment has affected the Bridgestone Industries. The Bridgestone Industries is a supplier of components and parts for the three main automobile manufacturing companies in the United States. The increase in the fuel prices as well as the technological evolution and the ease of availability of cheaper, cost efficient imported European and Japanese automobiles have taken a significant section of the demand from the US based manufacturers.

As a result there is less demand for products and components from the Bridgestone Industries who are facing low volume of sales and therefore low profitability. In addition to this the increasing costs and overheads in the company are aggravating the cost position of the Bridgestone Industries by decreasing the profit margins per sale. The paper provides an analysis of the cost position of the Bridgestone Industries and the overheads associated with the production lines being manufactured by Bridgestone Industries at the ACF.

The overhead burden rate for the company is determined to be 437% in 1988, 434% in 1989, 577% in 1989 and 562% in 1990. A budget is also drafted for the year 1991 which considers outsourcing the manifold production line. The budget has depicted that through the outsourcing of the manifold production line significant cost savings in the expenses for direct labor, direct material and the overheads can be achieved which can result in the lowered overhead burden rate of 307% only.

As a result it is proposed that the Bridgestone Industries should seek to outsource the manifold production line as it can be highly advantageous for the cost position of the company. Bridgeton Industries Case Overview of Bridgeton Industries The Harvard Business review case depicts the problems that were faced by the Bridgeton Industries due to technological evolution, changes in the internal and external environments of the businesses and the changing consumer preferences for automobiles. The company Bridgeton Industries is a major supplier of the complements of the parts and components for the United States automotive industry.

The automotive component and fabrication plant in question in this case was originally founded in 1840 but was acquired by the Bridgeton Industries in the early 1900s. Since then the plant was used to manufacture complements for the main automotive manufacturers in the region. However increasing costs of manufacturing the components and increasing overhead costs caused the plant to shut down. The products that were mainly manufactured by the Bridgeton Industries pertained to components of automobiles that were required by the main manufacturers of automobiles in the industry.

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