



Destin Brass Products Co.

Every month it becomes clearer to me that our competitors either know something that we do not know, or they are crazy. I realize that pumps are a major product in a big market for all of us, but with the price cutting that is going on, it is likely that no one will be able to sell pumps profitably if they keep forcing us to match their lower prices. I guess we should be grateful that competitors seem to be overlooking the opportunities for profit in flow controllers. Even with the 12 3/4% price increase we made there, our sales representatives report no new competition.

Roland Guidry, president of Destin Brass Products, was discussing product profitability in the latest month with Peggy Alford, his controller, and John Scott, his manufacturing manager. The meeting among the three was taking place in an atmosphere tinged with apprehension because competitors had been reducing prices on pumps, Destin Brass Product's major product line. With no unique design advantage, managers at Destin had seen no alternative except to match the reduced prices while trying to maintain volumes. Moreover, the company's profits in the latest month had slipped again to be lower than those in the prior month.

The purpose of the meeting was to try to understand the competitive trends and to develop new strategies for dealing with them if new strategies were appropriate. The three managers, along with Steve Abbott, sales and marketing manager, who could not attend because he was away, were very concerned because they held significant shares of ownership in Destin Brass Products. Locally, they were a success story; the company had grown to be a significant business in Destin, Florida, better known for its white sand beaches and as "the Luckiest Fishing Village in the World."

The Company

Destin Brass Products Co. was established by Abbott, Guidry, and Scott, who purchased a moribund commercial machine shop in 1984. Steve Abbott had sensed an opportunity in a conversation with the president of a large manufacturer of water purification equipment who was dissatisfied with the quality of brass valves available. John Scott was a local legend because of the high-quality brass boat fittings he had always manufactured for the fishing fleet along the Florida Gulf Coast. Roland Guidry had recently retired from the United States Air Force, where he had a long record of administrative successes. The three then selected Peggy Alford, an accountant with manufacturing experience, to join them.

John Scott was quick to analyze the nature of problems other manufacturers were having with water purification valves. The tolerances needed were small, and to maintain them required

Professor William J. Brass prepared this case as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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