

Chapter 10

Rock Solid Bank and Trust (RS&T) offers only checking accounts. Customers can write checks and use a network of automated teller machines. RS&T earns revenue by investing the money deposited; currently, it averages 5.2 percent annually on its investments of those deposits. To compete with larger banks, RS&T pays depositors 0.5 percent on all deposits. A recent study classified the bank's annual operating costs into four activities.

Activity	Cost driver	Cost	Driver volume
Using ATM	Number of uses	\$ 1,500,000	2,400,000 uses
Visiting branch	Number of visits	900,000	150,000 visits
Processing transactions	Number of transactions	6,400,000	80,000,000 transactions
Managing functions	Total deposits	6,000,000	\$375,000,000 in deposits
Total overhead		<u>\$ 25,000,000</u>	

Data on two representative customers follow:

	Customer A	Customer B
ATM uses	200	200
Branch visits	5	20
Number of transactions	40	5,000
Average deposit	\$6,000	\$6,000

Required:

- Compute RS&T's operating profit.
- Compute the profit from Customer A and Customer B, assuming that customer costs are based only on deposits. Interest costs = 0.5 percent of deposits; operating costs are 4 percent (= \$15,000,000 ÷ \$375,000,000) of deposits.
- Compute the profit from Customer A and Customer B, assuming that customer costs are computed using the information in the activity-based costing analysis.

Explanation

a.

Sales revenue	$375,000,000 \times 5.2\%$	\$19,500,000
Costs:		
Interest on deposits	$375,000,000 \times 0.5\%$	1,875,000
Operating costs	(Given)	<u>15,000,000</u>
Total costs		16,875,000
Operating profit		<u>\$ 2,625,000</u>

b.

	Customer A	Customer B
Deposit	\$6,000	\$6,000
Sales revenue	\$ 312 ^a	\$ 312
Interest on deposits	\$30 ^b	30
Operating costs	240 ^c	240
Customer profit	<u>\$ 42</u>	<u>\$ 42</u>

^a\$312 = \$6,000 deposit $\times$ 5.2%.

^b\$30 = \$6,000 deposit $\times$ 0.5%.

^c\$240 = \$6,000 deposit $\times$ 4% operating cost to deposit ratio (= \$15,000,000 ÷ \$375,000,000).

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Karin Nielsen-Saines



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Table of Contents Cost Accounting 6th Edition Solutions Ch 10

1. Understanding the eBook Cost Accounting 6th Edition Solutions Ch 10
 - The Rise of Digital Reading Cost Accounting 6th Edition Solutions Ch 10
 - Advantages of eBooks Over Traditional Books
2. Identifying Cost Accounting 6th Edition Solutions Ch 10
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Cost Accounting 6th Edition Solutions Ch 10
 - User-Friendly Interface
4. Exploring eBook Recommendations from Cost Accounting 6th Edition Solutions Ch 10
 - Personalized Recommendations
 - Cost Accounting 6th Edition Solutions Ch 10 User Reviews and Ratings
 - Cost Accounting 6th Edition Solutions Ch 10 and Bestseller Lists
5. Accessing Cost Accounting 6th Edition Solutions Ch 10 Free and Paid eBooks

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- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Cost Accounting 6th Edition Solutions Ch 10
 - Highlighting and Note-Taking Cost Accounting 6th Edition Solutions Ch 10
 - Interactive Elements Cost Accounting 6th Edition Solutions Ch 10
- 8. Staying Engaged with Cost Accounting 6th Edition Solutions Ch 10
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Cost Accounting 6th Edition Solutions Ch 10
- 9. Balancing eBooks and Physical Books Cost Accounting 6th Edition Solutions Ch 10
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Cost Accounting 6th Edition Solutions Ch 10
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Cost Accounting 6th Edition Solutions Ch 10
 - Setting Reading Goals Cost Accounting 6th Edition Solutions Ch 10
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Cost Accounting 6th Edition Solutions Ch 10
 - Fact-Checking eBook Content of Cost Accounting 6th Edition Solutions Ch 10
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development

- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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