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**AMA**  
(American Medical  
Assoc.)

Reference List

Burton O, Pope D. Winds of Change at Measurement Equipment Supply Company, Inc. *Journal of Case Studies*. 2012;30(1):51-57.

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WINDS OF CHANGE AT MEASUREMENT		
<p>As Bill Smith got off the phone, he pondered over the implication of the call for him and the company that meant so much to Bill and his family. Measurement Equipment Supply Company, Inc. (MESCO) was a regional distributor of pressure, flow, and temperature measurement equipment for the oil and gas industry. The phone call was from OEM Products, Inc., a long time manufacturer of control equipment for which MESCO had served as a distributor. Now, in a practice that was becoming increasingly common among many other manufacturers, OEM Products wanted to go around MESCO and service their end customers directly, essentially cutting out MESCO's role in the distribution network and thus avoiding the discounted pricing traditionally provided to distributors. Could OEM Products successfully do it? Perhaps they could, along with other manufacturers. Bill was concerned.</p> <p style="text-align: center;"><b>Background</b></p> <p>MESCO was a third generation family business located in the Big Country of West Central Texas. Born out of an opportunity to service the oil and gas industry, the 50 year-old company operated as a wholesaler of industrial equipment such as controls, pressure and flow meters, gauges, thermometers, and related accessories.</p> <p>The company was positioned as a distributorship servicing mid-range supply houses and small "mom and pop" stores that, in turn, supported individuals and smaller suppliers. Although the company sold a variety of products, its strength was in its product knowledge and stakeholder relationships formed over the past 50 years. The company's motto, "We've Got You Covered!" emphasized its role as a full service provider, shaping its business around the needs of the customer and the relationships that were formed through this service.</p> <p>The majority owner, Bill Smith, functioned as President and CEO of MESCO. Bill's father had organized the company as a closely held family corporation, established upon the values of family, church, and community in building business relations. As a result, Bill keenly understood the importance of integrity and faithful stewardship in building the relationships that had</p>		