



# Collaborative Advantage: Winning through Extended Enterprise Supplier Networks

By Jeffrey H. Dyer

[Download now](#)

[Read Online](#) 

## Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer

Why has Chrysler been twice as profitable as GM and Ford during the 1990s even though it is a much smaller company with plants that are less efficient than Ford's? Why does Toyota continue to have substantial productivity and quality advantages long after knowledge of the Toyota Production System has diffused to competitors? The answer, according to Jeff Dyer, is that Toyota and Chrysler have been the first in their industry to recognize that the fundamental unit of competition has changed--from the individual firm to the *extended enterprise*. In this book Dyer demonstrates the power of *collaborative advantage*, arguing that, in the future, competitive advantage will increasingly be created by teams of companies, rather than by the single firm. Managers who do not recognize this development--regardless of their industry--are in danger of adopting the wrong strategies for their firms. Dyer draws on eight years of study of the automotive industry, including a wealth of data from interviews with over 200 executives and surveys of over 500 suppliers, as he offers detailed case studies of Toyota and Chrysler to show managers how to create collaborative advantage with their supplier networks. Dyer demonstrates how to build trust in the extended enterprise, how to exploit and manage knowledge (describing how Toyota manages knowledge across organizational boundaries), and how to create advantages through dedicated asset investments. In turn, these processes generate stunning performance advantages and an *identity* for the extended enterprise. To be successful in future years, executives will have to convert their corporations into fully integrated, extended enterprises. In *Collaborative Advantage*, Jeff Dyer shows them how.

 [Download Collaborative Advantage: Winning through Extended ...pdf](#)

 [Read Online Collaborative Advantage: Winning through Extende ...pdf](#)

# **Collaborative Advantage: Winning through Extended Enterprise Supplier Networks**

*By Jeffrey H. Dyer*

**Collaborative Advantage: Winning through Extended Enterprise Supplier Networks** By Jeffrey H. Dyer

Why has Chrysler been twice as profitable as GM and Ford during the 1990s even though it is a much smaller company with plants that are less efficient than Ford's? Why does Toyota continue to have substantial productivity and quality advantages long after knowledge of the Toyota Production System has diffused to competitors? The answer, according to Jeff Dyer, is that Toyota and Chrysler have been the first in their industry to recognize that the fundamental unit of competition has changed--from the individual firm to the *extended enterprise*.

In this book Dyer demonstrates the power of *collaborative advantage*, arguing that, in the future, competitive advantage will increasingly be created by teams of companies, rather than by the single firm. Managers who do not recognize this development--regardless of their industry--are in danger of adopting the wrong strategies for their firms. Dyer draws on eight years of study of the automotive industry, including a wealth of data from interviews with over 200 executives and surveys of over 500 suppliers, as he offers detailed case studies of Toyota and Chrysler to show managers how to create collaborative advantage with their supplier networks. Dyer demonstrates how to build trust in the extended enterprise, how to exploit and manage knowledge (describing how Toyota manages knowledge across organizational boundaries), and how to create advantages through dedicated asset investments. In turn, these processes generate stunning performance advantages and an *identity* for the extended enterprise.

To be successful in future years, executives will have to convert their corporations into fully integrated, extended enterprises. In *Collaborative Advantage*, Jeff Dyer shows them how.

**Collaborative Advantage: Winning through Extended Enterprise Supplier Networks** By Jeffrey H. Dyer **Bibliography**

- Sales Rank: #1741297 in Books
- Published on: 2000-11-16
- Original language: English
- Number of items: 1
- Dimensions: 9.00" h x .90" w x 6.00" l, 1.00 pounds
- Binding: Hardcover
- 224 pages



[Download Collaborative Advantage: Winning through Extended ...pdf](#)



[Read Online Collaborative Advantage: Winning through Extende ...pdf](#)



## Download and Read Free Online Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer

---

### Editorial Review

#### Review

"*Collaborative Advantage* is built upon solid scholarship and practical experience. It is not a one-size-fits-all missionary treatise for a managerial technique. Rather, its solid theoretical framework helps us understand what types of supplier relationships are best in various situations, and then frames a practical process for building them. This is a very good book that every manager concerned about competitive advantage should read." --Clayton Christiansen, Professor at Harvard Business School and author of *The Innovator's Dilemma*

"Jeff Dyer has done a great job of defining the process and rationale behind Chrysler's Extended Enterprise concept. Hopefully, it will continue to be a template for others to follow to implement Supply Chain Management in their companies."--Thomas Stallkamp, Vice Chairman and CEO, MSX International; formerly Vice Chairman of DaimlerChrysler Corporation

#### About the Author

**Jeffrey H. Dyer** holds the Donald Staheli Chair in International Strategy at the Marriott School, Brigham Young University. Before joining the faculty at BYU, he was a professor at the Wharton School, University of Pennsylvania. As a private, and former Bain & Company, consultant, he worked with companies such as Motorola, Ford, Baxter International, Navistar, and Bang & Olufsen. He lives in Highland, Utah.

### Users Review

#### From reader reviews:

##### Jacqueline Bull:

The event that you get from *Collaborative Advantage: Winning through Extended Enterprise Supplier Networks* is a more deep you digging the information that hide within the words the more you get interested in reading it. It doesn't mean that this book is hard to comprehend but *Collaborative Advantage: Winning through Extended Enterprise Supplier Networks* giving you buzz feeling of reading. The article author conveys their point in selected way that can be understood by means of anyone who read it because the author of this publication is well-known enough. This book also makes your current vocabulary increase well. So it is easy to understand then can go along with you, both in printed or e-book style are available. We suggest you for having this specific *Collaborative Advantage: Winning through Extended Enterprise Supplier Networks* instantly.

**Leroy Ange:**

Reading a e-book can be one of a lot of task that everyone in the world adores. Do you like reading book thus. There are a lot of reasons why people fantastic. First reading a book will give you a lot of new information. When you read a guide you will get new information due to the fact book is one of several ways to share the information or their idea. Second, looking at a book will make you actually more imaginative. When you looking at a book especially fictional book the author will bring you to imagine the story how the character types do it anything. Third, you can share your knowledge to other folks. When you read this Collaborative Advantage: Winning through Extended Enterprise Supplier Networks, it is possible to tells your family, friends as well as soon about yours e-book. Your knowledge can inspire the others, make them reading a reserve.

**Lisa Christopher:**

Collaborative Advantage: Winning through Extended Enterprise Supplier Networks can be one of your nice books that are good idea. We all recommend that straight away because this guide has good vocabulary which could increase your knowledge in vocab, easy to understand, bit entertaining but still delivering the information. The author giving his/her effort to place every word into pleasure arrangement in writing Collaborative Advantage: Winning through Extended Enterprise Supplier Networks however doesn't forget the main place, giving the reader the hottest as well as based confirm resource details that maybe you can be certainly one of it. This great information can certainly drawn you into new stage of crucial considering.

**Bruce Davis:**

Do you one of the book lovers? If so, do you ever feeling doubt while you are in the book store? Attempt to pick one book that you never know the inside because don't evaluate book by its handle may doesn't work the following is difficult job because you are afraid that the inside maybe not because fantastic as in the outside look likes. Maybe you answer may be Collaborative Advantage: Winning through Extended Enterprise Supplier Networks why because the fantastic cover that make you consider about the content will not disappoint an individual. The inside or content is definitely fantastic as the outside or perhaps cover. Your reading 6th sense will directly show you to pick up this book.

**Download and Read Online Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer #LZ6HTOI5PG7**

# **Read Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer for online ebook**

Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer Free PDF d0wnl0ad, audio books, books to read, good books to read, cheap books, good books, online books, books online, book reviews epub, read books online, books to read online, online library, greatbooks to read, PDF best books to read, top books to read Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer books to read online.

## **Online Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer ebook PDF download**

**Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer Doc**

**Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer Mobipocket**

**Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer EPub**

**LZ6HTOI5PG7: Collaborative Advantage: Winning through Extended Enterprise Supplier Networks By Jeffrey H. Dyer**