



When Lean Enterprises Collide: Competing Through Confrontation

By Robin Cooper

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When Lean Enterprises Collide presents a new theory of competition for manufacturers racing to create the most innovative product at the lowest prices. The author shows that the key to success in this environment is the integrative management of cost, quality, and functionality. Robin Cooper describes eight innovative and aggressive cost management techniques, including target costing and value engineering.

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Editorial Review

From the Back Cover

When *Lean Enterprises Collide* reveals a new theory of competition in which lean manufacturers become locked in a head-to-head race to create the most innovative product at the lowest price. These firms engage in a game of constant and lightning-fast leapfrogging in pursuit of transitory gains. This is the confrontation strategy, and it will shape the competitive landscape for lean enterprises. Cooper shows that the key to success in such an environment is the careful balance of cost, quality, and functionality - the survival triplet - in which cost is the critical element. He describes eight innovative cost management techniques - including target costing and value engineering - that have emerged in Japanese firms to manage costs across the value chain. Leading manufacturers must use aggressive cost management along with TQM and time-to-market to develop products with the appropriate mix of quality, cost, and functionality to satisfy the customer. Evidence of this relentless confrontation strategy and the hidden role of cost management within it emerged during Cooper's five-year study of the management systems inside twenty Japanese companies, including Olympus, Nissan, Citizen, and Komatsu.

About the Author

Since 1984, Harvard Business School Press has been dedicated to publishing the most contemporary management thinking, written by authors and practitioners who are leading the way. Whether readers are seeking big-picture strategic thinking or tactical problem solving, advice in managing global corporations or for developing personal careers, HBS Press helps fuel the fire of innovative thought. HBS Press has earned a reputation as the springboard of thought for both established and emerging business leaders.

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