



# Competing Against Time: How Time-Based Competition is Reshaping Global Markets

By George Stalk

[Download now](#)

[Read Online](#) 

## Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk

Today, time is the cutting edge. In fact, as a strategic weapon, contend George Stalk, Jr., and Thomas M. Hout, time is the equivalent of money, productivity, quality, even innovation. In this path-breaking book based upon ten years of research, the authors argue that the ways leading companies manage time--in production, in new product development, and in sales and distribution--represent the most powerful new sources of competitive advantage. With many detailed examples from companies that have put time-based strategies in place, such as Federal Express, Ford, Milliken, Honda, Deere, Toyota, Sun Microsystems, Wal-Mart, Citicorp, Harley-Davidson, and Mitsubishi, the authors describe exactly how reducing elapsed time can make the critical difference between success and failure. Give customers what they want when they want it, or the competition will. Time-based companies are offering greater varieties of products and services, at lower costs, and with quicker delivery times than their more pedestrian competitors. Moreover, the authors show that by refocusing their organizations on responsiveness, companies are discovering that long-held assumptions about the behavior of costs and customers are not true: Costs do not increase when lead times are reduced; they decline. Costs do not increase with greater investment in quality; they decrease. Costs do not go up when product variety is increased and response time is decreased; they go down. And contrary to a commonly held belief that customer demand would be only marginally improved by expanded product choice and better responsiveness, the authors show that the actual results have been an explosion in the demand for the product or service of a time-sensitive competitor, in most cases catapulting it into the most profitable segments of its markets. With persuasive evidence, Stalk and Hout document that time consumption, like cost, is quantifiable and therefore manageable. Today's new-generation companies recognize time as the fourth dimension of competitiveness and, as a result, operate with flexible manufacturing and rapid-response systems, and place extraordinary emphasis on R&D and innovation. Factories are close to the customers they serve. Organizations are structured to produce fast responses rather than low costs and control. Companies concentrate on reducing if not eliminating delays and using their response advantage to attract the most profitable customers. Stalk and Hout conclude that virtually all businesses can use time as a competitive weapon. In

industry after industry, they illustrate the processes involved in becoming a time-based competitor and the ways managers can open and sustain a significant advantage over the competition.

 [Download Competing Against Time: How Time-Based Competition ...pdf](#)

 [Read Online Competing Against Time: How Time-Based Competiti ...pdf](#)

# Competing Against Time: How Time-Based Competition is Reshaping Global Markets

By George Stalk

## Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk

Today, time is the cutting edge. In fact, as a strategic weapon, contend George Stalk, Jr., and Thomas M. Hout, time is the equivalent of money, productivity, quality, even innovation. In this path-breaking book based upon ten years of research, the authors argue that the ways leading companies manage time--in production, in new product development, and in sales and distribution--represent the most powerful new sources of competitive advantage. With many detailed examples from companies that have put time-based strategies in place, such as Federal Express, Ford, Milliken, Honda, Deere, Toyota, Sun Microsystems, Wal-Mart, Citicorp, Harley-Davidson, and Mitsubishi, the authors describe exactly how reducing elapsed time can make the critical difference between success and failure. Give customers what they want when they want it, or the competition will. Time-based companies are offering greater varieties of products and services, at lower costs, and with quicker delivery times than their more pedestrian competitors. Moreover, the authors show that by refocusing their organizations on responsiveness, companies are discovering that long-held assumptions about the behavior of costs and customers are not true: Costs do not increase when lead times are reduced; they decline. Costs do not increase with greater investment in quality; they decrease. Costs do not go up when product variety is increased and response time is decreased; they go down. And contrary to a commonly held belief that customer demand would be only marginally improved by expanded product choice and better responsiveness, the authors show that the actual results have been an explosion in the demand for the product or service of a time-sensitive competitor, in most cases catapulting it into the most profitable segments of its markets. With persuasive evidence, Stalk and Hout document that time consumption, like cost, is quantifiable and therefore manageable. Today's new-generation companies recognize time as the fourth dimension of competitiveness and, as a result, operate with flexible manufacturing and rapid-response systems, and place extraordinary emphasis on R&D and innovation. Factories are close to the customers they serve. Organizations are structured to produce fast responses rather than low costs and control. Companies concentrate on reducing if not eliminating delays and using their response advantage to attract the most profitable customers. Stalk and Hout conclude that virtually all businesses can use time as a competitive weapon. In industry after industry, they illustrate the processes involved in becoming a time-based competitor and the ways managers can open and sustain a significant advantage over the competition.

## Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk Bibliography

- Sales Rank: #341852 in Books
- Brand: Brand: Free Press
- Published on: 2003-02-27
- Released on: 2003-02-27
- Original language: English
- Number of items: 1

- Dimensions: 9.00" h x .80" w x 6.00" l, .97 pounds
- Binding: Paperback
- 304 pages



[Download](#) Competing Against Time: How Time-Based Competition ...pdf



[Read Online](#) Competing Against Time: How Time-Based Competiti ...pdf

## **Download and Read Free Online Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk**

---

### **Editorial Review**

#### **Review**

John Sculley Chairman, President, and Chief Executive Officer, Apple Computer, Inc. The best opportunities always come from changing the ground rules. "Competing Against Time" is a provocative and well-researched book with some insightful ideas for competing in the 1990s.

Robert A. Hanson Chairman, Deere & Company Today, timely response means competitive advantage; it can even mean survival. Stalk and Flout provide a clear view of present realities and offer sound counsel to business for acting upon the opportunities before us.

Frederick W Smith Chief Executive Officer, Federal Express Corporation There are few profound business books. "Competing Against Time" is one of them. Stalk and Flout demonstrate conclusively that organizations must adopt fast cycle methodologies or succumb to those that do.

R. Donald Fullerton Chief Executive Officer and Chairman, Canadian Imperial Bank of Commerce "Competing Against Time" should be in every CEO's library, but I sincerely hope that very few of my competitors get their hands on this book at an early date.

Donald E. Petersen Chairman and Chief Executive Officer, Ford Motor Company In "Competing Against Time" George Stalk and Tom Hout make a compelling case, supported by extensive research, that a new, time-driven paradigm differentiates successful companies from the "also rans." Through the use of numerous examples, the authors demonstrate that customers seek "the most value for the least cost in the least elapsed time," and that customers are willing to pay a premium for less elapsed time. This book is essential reading for businessmen who want to set, rather than follow, the pace in their industries.

Roger Milliken Chairman and Chief Executive Officer, Milliken & Company Quick Response is clearly an innovation that will provide outstanding results for those companies that embrace its principles. Stalk and Flout give the rationale for change and a wonderful road map for implementation.

### **Users Review**

#### **From reader reviews:**

#### **Gayle O'Connell:**

The book Competing Against Time: How Time-Based Competition is Reshaping Global Markets can give more knowledge and information about everything you want. Exactly why must we leave a good thing like a book Competing Against Time: How Time-Based Competition is Reshaping Global Markets? Wide variety you have a different opinion about publication. But one aim which book can give many data for us. It is absolutely appropriate. Right now, try to closer together with your book. Knowledge or data that you take for that, you are able to give for each other; it is possible to share all of these. Book Competing Against Time: How Time-Based Competition is Reshaping Global Markets has simple shape but you know: it has great and large function for you. You can seem the enormous world by open and read a reserve. So it is very wonderful.

**Daniel Young:**

Book is to be different for every grade. Book for children until finally adult are different content. To be sure that book is very important for us. The book Competing Against Time: How Time-Based Competition is Reshaping Global Markets ended up being making you to know about other know-how and of course you can take more information. It is very advantages for you. The guide Competing Against Time: How Time-Based Competition is Reshaping Global Markets is not only giving you considerably more new information but also to be your friend when you sense bored. You can spend your spend time to read your reserve. Try to make relationship while using book Competing Against Time: How Time-Based Competition is Reshaping Global Markets. You never experience lose out for everything should you read some books.

**Sandra Vincent:**

Typically the book Competing Against Time: How Time-Based Competition is Reshaping Global Markets will bring someone to the new experience of reading a new book. The author style to explain the idea is very unique. When you try to find new book you just read, this book very acceptable to you. The book Competing Against Time: How Time-Based Competition is Reshaping Global Markets is much recommended to you you just read. You can also get the e-book from the official web site, so you can more readily to read the book.

**Beverly Thomas:**

Are you kind of occupied person, only have 10 or even 15 minute in your time to upgrading your mind ability or thinking skill possibly analytical thinking? Then you are having problem with the book as compared to can satisfy your short space of time to read it because pretty much everything time you only find book that need more time to be read. Competing Against Time: How Time-Based Competition is Reshaping Global Markets can be your answer since it can be read by you actually who have those short extra time problems.

**Download and Read Online Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk  
#LSKPO50D9NM**

# **Read Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk for online ebook**

Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk  
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 Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk books to read online.

## **Online Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk ebook PDF download**

**Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk Doc**

**Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk MobiPocket**

**Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk EPub**

**LSKPO50D9NM: Competing Against Time: How Time-Based Competition is Reshaping Global Markets By George Stalk**