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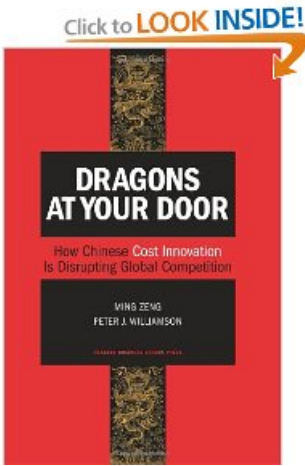
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Dragons at Your Door: How Chinese Cost Innovation Is Disrupting Global Competition [Hardcover]

[Ming Zeng; Peter J. Williamson](#) (Author)

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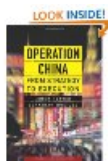
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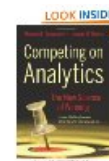
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From Publishers Weekly

Starred Review. According to business professors Zeng (of Cheung Kong Graduate School in China) and Williamson (of INSEAD in Fontainebleau and Singapore), the slogan of the China International Marine Container Group, "Learn, Improve, Disrupt," could just as easily apply to any such Chinese corporation, each of whom are busy using those principles to reinvent manufacturing, with global consequences. The authors reveal that low labor costs are only one advantage enjoyed by Chinese companies, and that the "three faces" of cost innovation (offering high technology at low cost, a near-impossible range of choice, and "speciality products" at volume prices) have given them impressive inroads to markets long assumed impenetrable. This is sobering reading for Western audiences; while the authors avoid the alarms that sound throughout many current business books on China, their dry, factual approach may prove even more unnerving. Though it may paint a disturbing portrait of a competitor formidable even in its infancy, the anecdotes and analysis this volume brings to light are bound to inspire anyone serious about global business or politics today. Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.

Review

Among the books assessing the impact of the Chinese surge into global markets [book] deserves a high ranking. --Financial Executive, Septebmer 2007

These companies are hiring people from anywhere in the world...[they]have different strategies, reflecting their strengths... --The New York Times, April 22, 2007

...a timely book... --Strategy & Business, Fall 2007

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Could mean the difference between life and death of your company/industry..., June 21, 2007By [Thomas Duff "Duffbert"](#) (Portland, OR United States) - [See all my reviews](#)**This review is from: Dragons at Your Door: How Chinese Cost Innovation Is Disrupting Global Competition (Hardcover)**

It seems as if there have been a rash of books on China's increasing dominance in the global markets, and for good reason. Dragons at Your Door: How Chinese Cost Innovation Is Disrupting Global Competition by Ming Zeng and Peter J. Williamson lays out how China uses their cost advantage to get their foot in the door of a market, and then dominate it. This is a book well worth reading to understand what you may be facing in a few years (if not already)...

Contents:

Introduction - Dragons at Your Door; Disrupting Global Competition - How Did They Get Here So Fast?; Cost Innovation - The Chinese Dragons' Secret Weapon; Loose Bricks - Rethinking Your Vulnerabilities; The Weak Link - Limitations of the Chinese Dragon; Your Response - Winning in the New Global Game; Conclusion - Charting the Future; Notes; Index; About the Authors

Zeng and Williamson show, through numerous examples, how Chinese companies have exploited their cost advantage to become leading global players in markets. Generally speaking, they get into a field and start with lower pricing due to their lower wage structure. They then look for a "loose brick" in their competition. This is a market segment that they can attack and force a competitor to retreat or abandon. Once that occurs, they are then able to start offering both low cost and high innovation/value solutions to the market. Often, the competition will give up these lower-margin segments to concentrate on the higher-margin businesses, thinking that the Chinese can't compete in that area. But more often than not, those high-margin niches will also succumb to the dragons, leaving a company struggling for survival. It's not a pretty picture... But rather than just paint a "gloom and despair" picture, the

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authors also outline where the weaknesses lie in China's capabilities. Using this information, companies can both protect their established turf as well as compete against Chinese companies in their own markets. It's not an inevitable conclusion that a company will have to fold under the cost advantages offered by a Chinese competitor.

I see this book being valuable on a couple of levels. First off, it raises awareness of an overall plan that is often overlooked when viewed through the daily competitive battles. Giving up a market segment might not seem like a bad idea, but that's usually not the end of the story. Second, it can help guide partnerships and access to the Chinese market. When faced with the potential market share of China, companies are often willing to give up more control than normal just to gain access. But that short-term view can lead to long-term loss as the Chinese learn from the more established partner, start innovating on cost, and then eventually become direct competition with major advantages.

The effect of China on your company's survival can not be underestimated. Time spent reading this book might make all the difference in the world...

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By [Michael "Michael"](#) (Chicago) - [See all my reviews](#)

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Very average book - a lot of anecdotal stories, no overall concept

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Finally: A True Strategy Book on China, October 15, 2007

By [M. Moran](#) (Hamburg, Germany) - [See all my reviews](#)

This review is from: Dragons at Your Door: How Chinese Cost Innovation Is Disrupting Global Competition (Hardcover)

Having read countless books on the topics surrounding the Chinese economy and the rise of Chinese companies, I believe that this is certainly one of the best.

As suggested in the heading of my review, this is finally a book that deals with the business issues of China (and the greater issue of outsourcing) critically and comprehensively.

I too have spent some time in China speaking with a number of different businesses and managers, and this book comes closest to describing the way in which Chinese managers think. In fact, this book can be read in the context of Porter's "Competitive Advantage of Nations", in order to shed light on the ways in which market space and the business environments have and will continue to change.

Based on the difficulties associated with the Chinese business environment, Chinese companies have managed to develop strategies to overcome a number of basic disadvantages, and to turn these into inherent advantages.

My tip, be aware of your strategic position and your competitive scope and do not sacrifice the long term future of your company on the alter of short term gains.

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