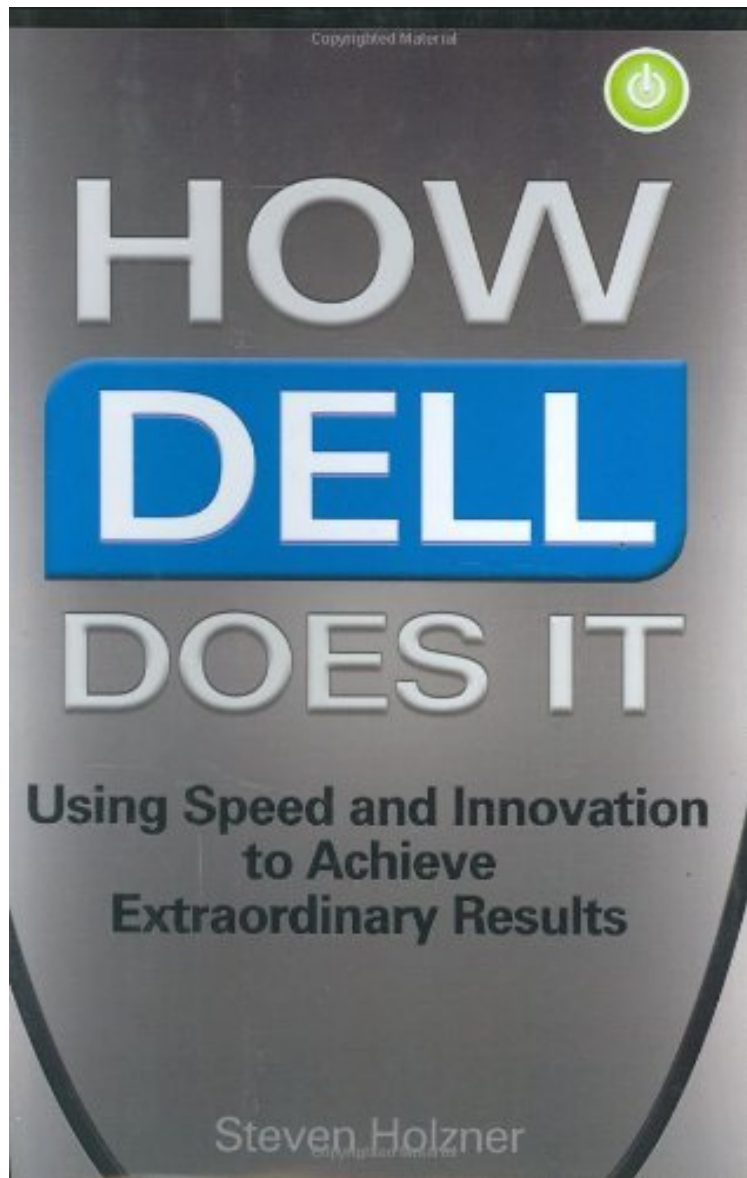


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How Dell Does It

Steven Holzner

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Steven Holzner : How Dell Does It before purchasing it in order to gauge whether or not it would be worth my time, and all praised How Dell Does It:

0 of 0 people found the following review helpful. Good Analysis but needs some work on presentation By Lehigh History Student How Dell Does It looks at the existing model of direct to the customer the Michael Dell built and assess the various scenarios where market efficiencies and strategies have been carved out to apply those to business lessons. It focuses on flexibility, speed, innovation, and fluid inventory to achieve superior results and new ideas.

From prompt customer service (in house even) to customization, at a time when the computer choices were the equivalent of black or black ala Henry Ford, this book covers the strategies that made Dell a winning company. I do agree with the other reviewers that editing was badly needed and chapters repeated themselves and did not flow together. It was more a series of independent articles that were cobbled together into a book but the information is still strong and good analysis is provided. It gets a little pedantic at times and bogged down in terminology but for those with a true business interest they will get a lot out of the book as opposed to the casual reader. Overall a solid analysis of Dell but could have been pulled off more fluidly. 4 of 4 people found the following review helpful. Changing the way companies do business... By Thomas Duff Very rarely is a company able to completely alter the rules of business. One of those companies is Dell, who redefined how computer manufacturing, and even manufacturing in general, can be done. Steve Holzner examines their business in the book How Dell Does It. Normally, I'd put the table of contents here, but this time I'll have to pass. I finished the book at the airport waiting for some luggage to arrive, and then left the book in the luggage cart when I drove off. Such is life... :) Holzner does a good job in examining some of the core tenants of Dell's business model, such as marketing direct to the customer and keeping virtually no inventory. Dell has taken the "just in time" inventory philosophy and pushed it to the extreme, often having suppliers make deliveries every two hours in order to have inventory supply meet the current order demand. And since the customer pays right away and Dell pays the suppliers in 30+ days, they are able to finance their business with "free money" to a large degree. With their marketing plan of going directly to the customer, they are also able to understand *exactly* what the customer wants, and they focus on the large sweet spots that can be effectively covered with few variations. Why offer 10 different component options to hit 100% of the customer base, when 3 will cover 98%? Techniques such as that have allowed them to achieve margins that are not approached by other computer makers. To Steve's credit, he also points out where some of the practices hit up against logical limits. For instance, you can push off most of the inventory supply and risk to your suppliers. They in turn try to do the same thing to *their* suppliers. At some point down the chain, someone's taking a lot of risk for extremely small margins. He also covers some of the moves by Dell to market indirectly (like through WalMart) that failed miserably. Even with those "spots" being covered, I still am a bit cynical that it all runs like a well-oiled machine. I was an Enron employee during the time when they were touted as the most innovative company in America, only to see all the flailing around that happened behind the scenes. And we all know now how it turned out. By no means is Dell an Enron. But I always wonder how much of a gap exists between what executives say in books like these, and what really happens on the shop floor... My cynicism aside, this is a book you should read if you're interested in how innovative companies can change the rules by which everyone operates. Dell wrote the book on how to connect the customer to your business... 3 of 3 people found the following review helpful. Needs An Editor By Gary T. Rzepka I was very excited to get around to reading about 'how Dell does it.' I have admired Michael Dell and his company for many years as an IT professional. I'm very interested in their supply chain management system that allows for the phenomenal Dell Direct process. With this said - I was deeply disappointed with this book. Mr. Holzner, IMHO, needs an editor. The chapters do not flow. I was constantly distracted by his cross-referencing that litters far too many paragraphs. Here is an example sentence from page 25, "Dell also cuts its inventory radically (Chapter 5), works with standard components (Chapter 4), is perpetually streamlining (Chapter 6), and puts enormous pressure on suppliers (Chapter 8). There is a Table of Contents on page iii that tells me where these topics are covered. I do not need constant reminders throughout the chapters. An editor would have minimized or eliminated this along with Mr. Holzner repeating himself a few times in each chapter. Lastly, I also felt that Mr. Holzner relied too much on Michael Dell's book and various magazine articles. There was very little first-hand information that I couldn't find using Google and buying 'Direct From Dell.' I really liked the topic, I just wish I wasn't so distracted by the writing style. If you're interested in reading this book, go to a bookseller and sit down and read the first chapter and then look at the endnotes. If it still appeals to you after this, go ahead and make the purchase. Otherwise I recommend a pass.

Reveals the Key Management Principles Behind Dell's Unprecedented Success The story of how Michael Dell grew a dorm-room, custom-PC shop into the world's leading computer systems company, in just 21 years, has become part of modern business lore. But until now, none of what has been written about Dell, Inc. and its business practices has afforded business professionals a clear, practical understanding of the guiding principles underlying the company's phenomenal success. In How Dell Does It, industry insider Steven Holzner cuts through the hype surrounding Michael Dell and the company he built to expose the core principles that have guided Dell, Inc. from the start. He takes us deep inside the company to explore, in exacting detail, every aspect of the company's processes, practices, and culture, and he shows how they function within the framework of Dell's revolutionary business model. He distills powerful lessons that business leaders in every industry sector can use to achieve extraordinary results the way Dell does. Among other things, you'll discover how to: Adapt Dell's just-in-time inventory techniques to your company Use "virtual integration" to turn customers and suppliers into partners Anticipate and adapt to market changes at a moment's notice Harness the awesome power of the Internet to achieve record growth Motivate employees to new heights of innovation and productivity

From the Back Cover In its March, 2005 issue, Fortune magazine dubbed Dell Inc., the "Most Admired Company in the U.S." Such high praise is nothing new for Dell. Long before it made it onto the Fortune 100, in 1992, Dell has been the company to watch. So much so that Dell-watching has spawned a veritable cottage industry within the business press. A river of ink has been devoted to describing Dell's lightning-fast style of swooping into and rapidly dominating established markets, its famous "zero-tolerance" inventory practices, and its revolutionary use of the Internet to sell direct. Yet, for all the intense scrutiny, so far all who've tried to duplicate Dell's success have failed. Can it be that the pundits have been overlooking an essential truth about what makes Dell tick? Find out in *How Dell Does It*. In the most rigorous and systematic examination of the company yet, industry insider Steven Holzner dispels the many myths and misconceptions swirling around Dell, Inc. to reveal the true soul of Dell. He takes us inside day-to-day operations at Round Rock, Texas, to explore the company's processes, practices, and culture. And, he explains how Michael Dell and his lieutenants have, through strict adherence to a set of core principles, ignited a business revolution as profound in its implications as the one sparked by Henry Ford at the dawn of the 20th century. How does a \$49 billion company with 57,000 employees worldwide, consistently perform like a hungry upstart? What does Michael Dell mean, exactly, when he says that "inventory is ignorance"? How is Dell's obsession with ROIC (return on invested capital) reflected in its market segmentation practices, and how are those, in turn, mirrored in its approach to managing growth? How fundamental to Dell's success is the "virtual integration" of customers and suppliers, and how does it work? What has been the impact of Dell's unorthodox personnel practices, such as reducing the responsibilities of its most successful managers? Holzner provides detailed answers to these and dozens of crucial questions about how Dell does it. Like no author before him, he carefully delineates the Dell business model in all its parts and shows how they interconnect. And, perhaps most important, he extracts powerful lessons about doing business in the new millennium—lessons that leaders in any industry can use to create leaner, meaner, turn-on-a-dime enterprises, and, ultimately, succeed the way Dell does. Reveals the Key Management Principles Behind Dell's Unprecedented Success The story of how Michael Dell grew a dorm-room, custom-PC shop into the world's leading computer systems company, in just 21 years, has become part of modern business lore. But until now, none of what has been written about Dell, Inc. and its business practices has afforded business professionals a clear, practical understanding of the guiding principles underlying the company's phenomenal success. In *How Dell Does It*, industry insider Steven Holzner cuts through the hype surrounding Michael Dell and the company he built to expose the core principles that have guided Dell, Inc. from the start. He takes us deep inside the company to explore, in exacting detail, every aspect of the company's processes, practices, and culture, and he shows how they function within the framework of Dell's revolutionary business model. He distills powerful lessons that business leaders in every industry sector can use to achieve extraordinary results the way Dell does. Among other things, you'll discover how to: Adapt Dell's just-in-time inventory techniques to your company Use "virtual integration" to turn customers and suppliers into partners Anticipate and adapt to market changes at a moment's notice Harness the awesome power of the Internet to achieve record growth Motivate employees to new heights of innovation and productivity About the Author Steven Holzner is the bestselling author of more than 95 books about the computer industry. As a long-time contributing editor at PC Magazine, he has closely tracked industry trends, including the emergence and meteoric rise of Dell, Inc.