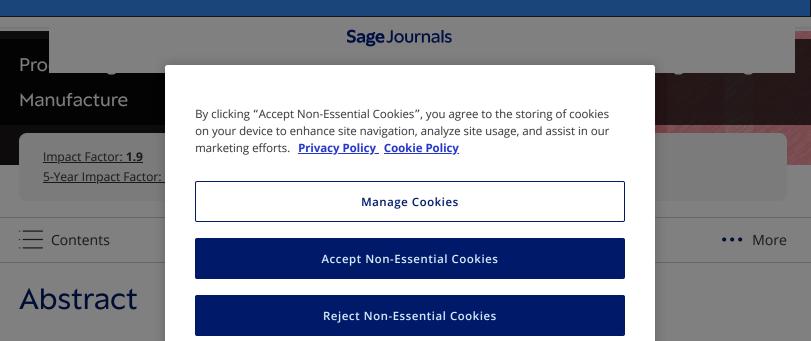
Scheduled maintenance on Monday, June 23rd. See what this means for you

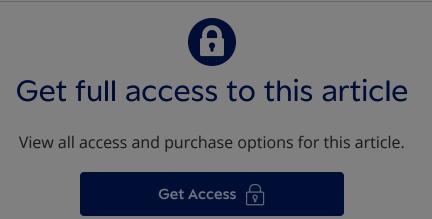


This paper describe

sing it firmly in

the context of an overall manufacturing strategy. The work has been carried out jointly by the University of Cambridge Manufacturing Engineering Group and Lucas Industries. A review of the current state of ideas surrounding the linked issues of vertical integration and make or buy decisions is presented. Important features of the approach include identification of core manufacturing capabilities, assessment of the role of technology in manufacturing, the development of a cost model to support make or buy decisions and a review of the strategic implications of varying degrees of vertical integration.

Further, the approach has been embodied in a practical methodology that has been applied within Lucas Aerospace. A brief review of this practical application is included.



References

1. Williamson O. E. *Markets and hierarchies: analysis and antitrust implications*, 1975 (Free Press, New York).

<u>Google Scholar</u>

2. Porter M. E. *Competitive strategy: techniques for analyzing industries and competitors*, 1980 (Free Press, New York).

<u>Google Scholar</u>

3. Harrigan K. R. Strategies for vertical integration, 1983 (Lexington Books, Massachusetts).

<u>Google Scholar</u>

4. Skinner W. Manufacturing: Missing link in corporate strategy. *Harvard Business Review*, May-June 1974 (Harvard Business School, Boston).

<u>Google Scholar</u>

5. Hayes R. H., Wheelwright S. C. *Restoring our competitive edge: competing through manufacturing*, 1984 (Wiley, New York).

<u>Google Scholar</u>

6. Hayes R. H., Wheelwright S. C., Clark K. *Dynamic manufacturing: creating the learning organisation*, 1988 (Free Press, New York).

<u>Google Scholar</u>

7. Platts K. W., Gregory M. J. *Competitive manufacturing: a practical approach to the development of a manufacturing strategy*, 1989 (IFS, Bedford).

<u>Google Scholar</u>

8. Ellram L. M. Supply chain management: The industrial organisation perspective. *Int. J. Physical Distribution and Logistics*, 1991, 21 (1).

<u>Crossref</u>

<u>Google Scholar</u>

9. Jones C. Supply chain management—the key issues. *BPICS Control*, 1989 (British Production and Inventory Control Society, Coventry).

<u>Google Scholar</u>

10. Macbeth D. K., Baxter L. F., Ferguson N., Neil G. C. *Customer supplier relationship audit*, 1990 (IFS, Bedford).

<u>Google Scholar</u>

11. Buffa E. S. *Meeting the competitive challenge, manufacturing strategy for US companies*, 1984 (Dow Jones-Irwin, Homewood, Illinois).

<u>Google Scholar</u>

12. Dobler D. W., Burt D. N., Lee L. *Purchasing and materials management: text and cases*, 1990 (McGraw-Hill, New York).

<u>Google Scholar</u>

13. Brigham E. F. *Financial management: theory and practice*, 1982 (Dryden, New York).

<u>Google Scholar</u>

14. Gambino A. J. *The make or buy decision*, 1980 (National Association of Accountants, New York).

<u>Google Scholar</u>

15. Porter M. E. *Competitive advantage—creating and sustaining superior performance*, 1985 (Free Press, New York).

<u>Google Scholar</u>

16. Harrigan K. R. *Strategies for joint ventures*, 1985 (Lexington Books, Massachusetts).

<u>Google Scholar</u>

17. Coase R. H. The nature of the firm. In *Economica*, 1937 (Blackwell, Oxford).

<u>Crossref</u>

<u>Google Scholar</u>

18. Monteverde K., Teece D. J. Supplier switching costs and vertical integration in the automotive industry. *Bell J. Economics*, 1992, 13 (Rand, Santa Monica, California).

<u>Google Scholar</u>

19. Teece D. J. Contributions and impediments of economic analysis to the study of strategic management. In *Perspectives on strategic management* (Ed. Frederickson J. W.), 1990 (Harper and Row, New York).

<u>Google Scholar</u>

20. Prahalad C. K., Hamel G. The core competence of the corporation. *Harvard Business Review*, May-June 1990 (Harvard Business School, Boston).

<u>Google Scholar</u>

21. Abetti P. A. *Linking technology and business strategy*, 1989 (The President's Association, American Management Association, New York).

<u>Google Scholar</u>

22. Culliton J. W. *Make or buy*, 1942, Business Research Study 27 (Harvard University Graduate School of Business).

<u>Google Scholar</u>

23. Venkatesan R. To make or not to make. *Harvard Business Review*, November-December 1992 (Harvard Business School, Boston).

<u>Google Scholar</u>

Similar articles:		
	Restricted access	
	<u>Uncertainty Reduction and the Threat of Supplier Retaliation: Two Views of the Backward Integration</u> <u>Decision</u>	
	Show Details \sim	

Socially Responsible Organizational Buying: Environmental Concern as a Noneconomic Buying Criterion. Restricted access Theories of Vertical Integration: Implications for Antitrust Policy View More Sage recommends: SAGE Knowledge Book chapter International Business-to-Business Marketing SAGE Knowledge Book chapter **Outsourcing** SAGE Knowledge Entry Vertical Integration

View More

You currently have no access to this content. Visit the <u>access options</u> page to authenticate.

Download PDF

Also from Sage

CQ Library	Sage Data
Elevating debate	Uncovering insight
Sage Business Cases	Sage Campus
Shaping futures	Unleashing potential
Sage Knowledge	Sage Research Methods
Multimedia learning resources	Supercharging research
Sage Video	Technology from Sage
Streaming knowledge	Library digital services