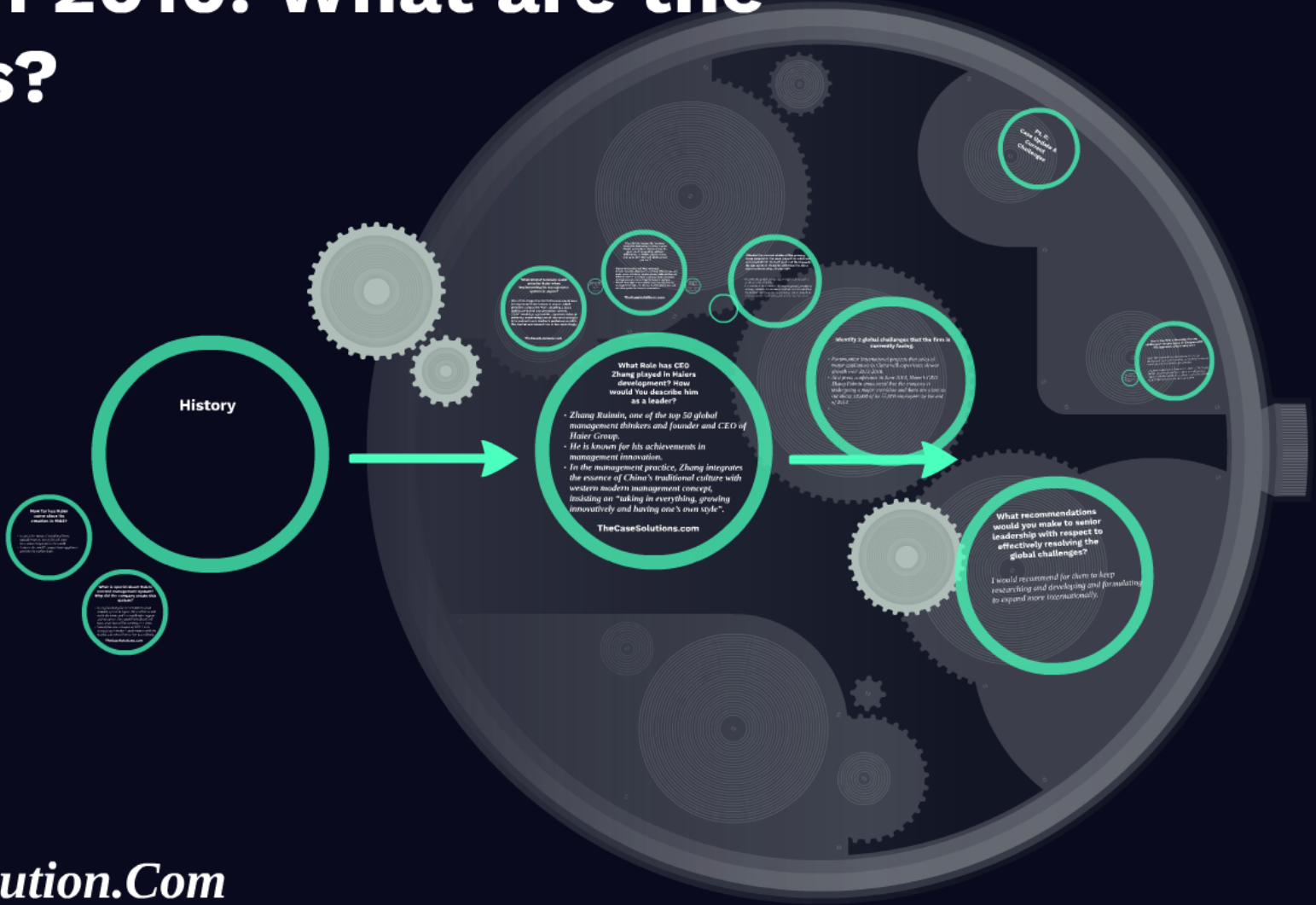
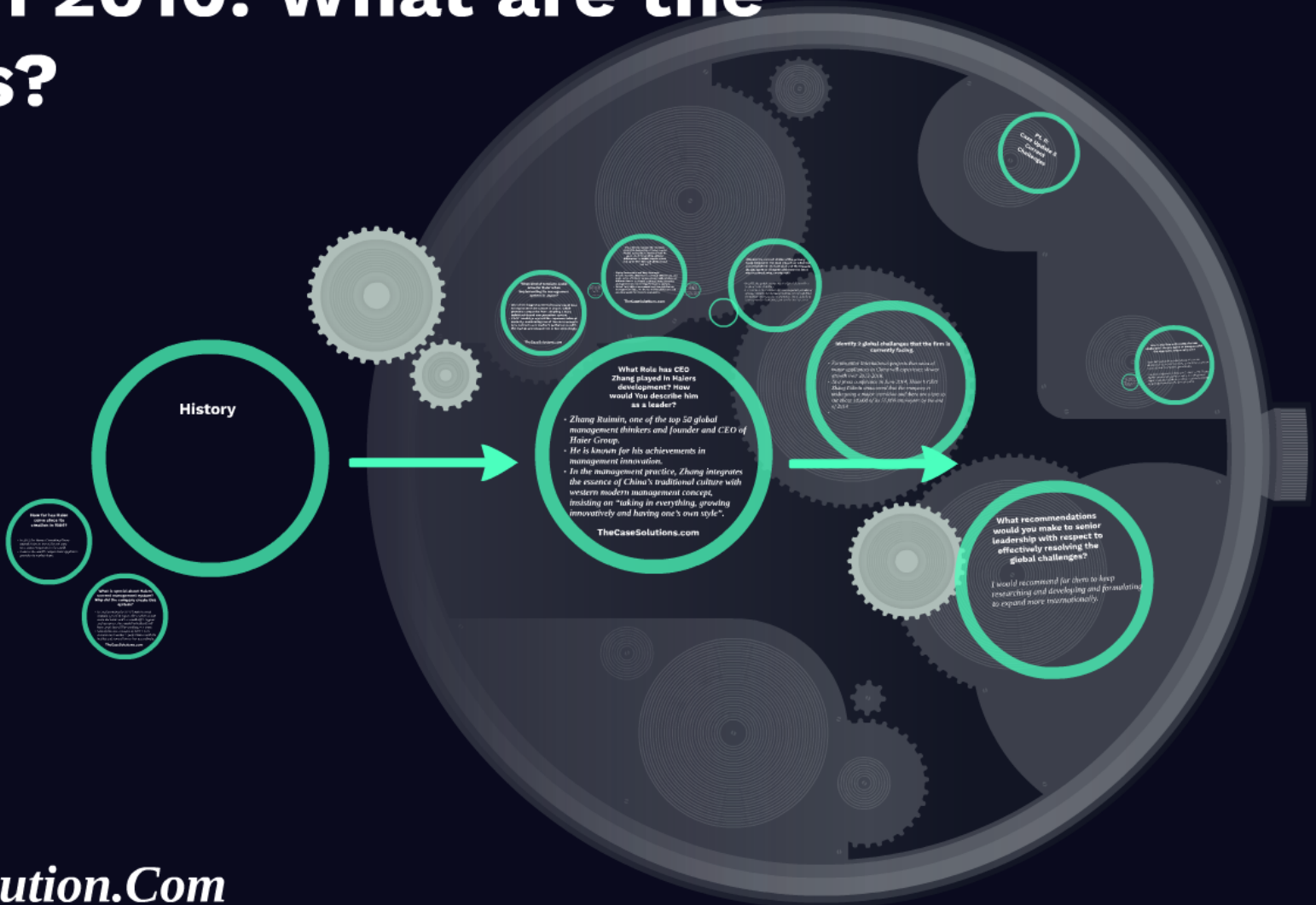


Nokia in 2010: What are the Options?



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What Role has CEO Zhang played in Haiers development? How would You describe him as a leader?

- *Zhang Ruimin, one of the top 50 global management thinkers and founder and CEO of Haier Group.*
- *He is known for his achievements in management innovation.*
- *In the management practice, Zhang integrates the essence of China's traditional culture with western modern management concept, insisting on "taking in everything, growing innovatively and having one's own style".*

**What is special about Haiers current management system?
Why did the company create this system?**

- *In implementing the ZZJYT and inverted triangle system in Japan, the workers would make decisions and Du would offer support and resources, they would individually all have goals but still be working as a team.*
- *One of the core concepts of ZZJYT is to connect each worker's performance with the market and reward him or her accordingly.*

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What kind of tensions could arise for Haier when implementing its management system in Japan?

- **One of the biggest potential issues would be a strong collectivist culture in Japan, which prevents companies from adopting a more individual-based compensation system.**
- **ZZJYT would go against the Japanese value of seniority, considering one of the core concepts is to connect each worker's performance with the market and reward him or her accordingly.**

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Should Haier adapt to the Japanese Culture and change its management system? Or should Haier impose its system in Japan?

Haier should implement their system in Japan, since it has been proven highly effective it should definitely be used.

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How did Du manage the tensions during his leadership of Haier Japan? Please assess Du in terms of how he goes about reconciling cultural differences. In which aspects would you agree with him and which would you not ?

- **Highly Personable and Very Strategic.**
- **Du paid special attention to cultural differences and made extra efforts to communicate with workers at different levels to ensure a mutual understanding and agreement concerning the Haier's system.**
- **Du set very high expectations and was bold in his management style. He broke mental obstacles and set clear goals for them to commit to.**

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What types of cultural challenges might Haier face in other cultures?

What would you suggest that Haier improve in order to better manage the cultural complexity of its global footprint.

- Depending on the region, Haier could face a massive range of issues.
- In order to improve, Haier needs to make sure it's management teams are researching the cultural norms of the area in which it will be operating in.

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