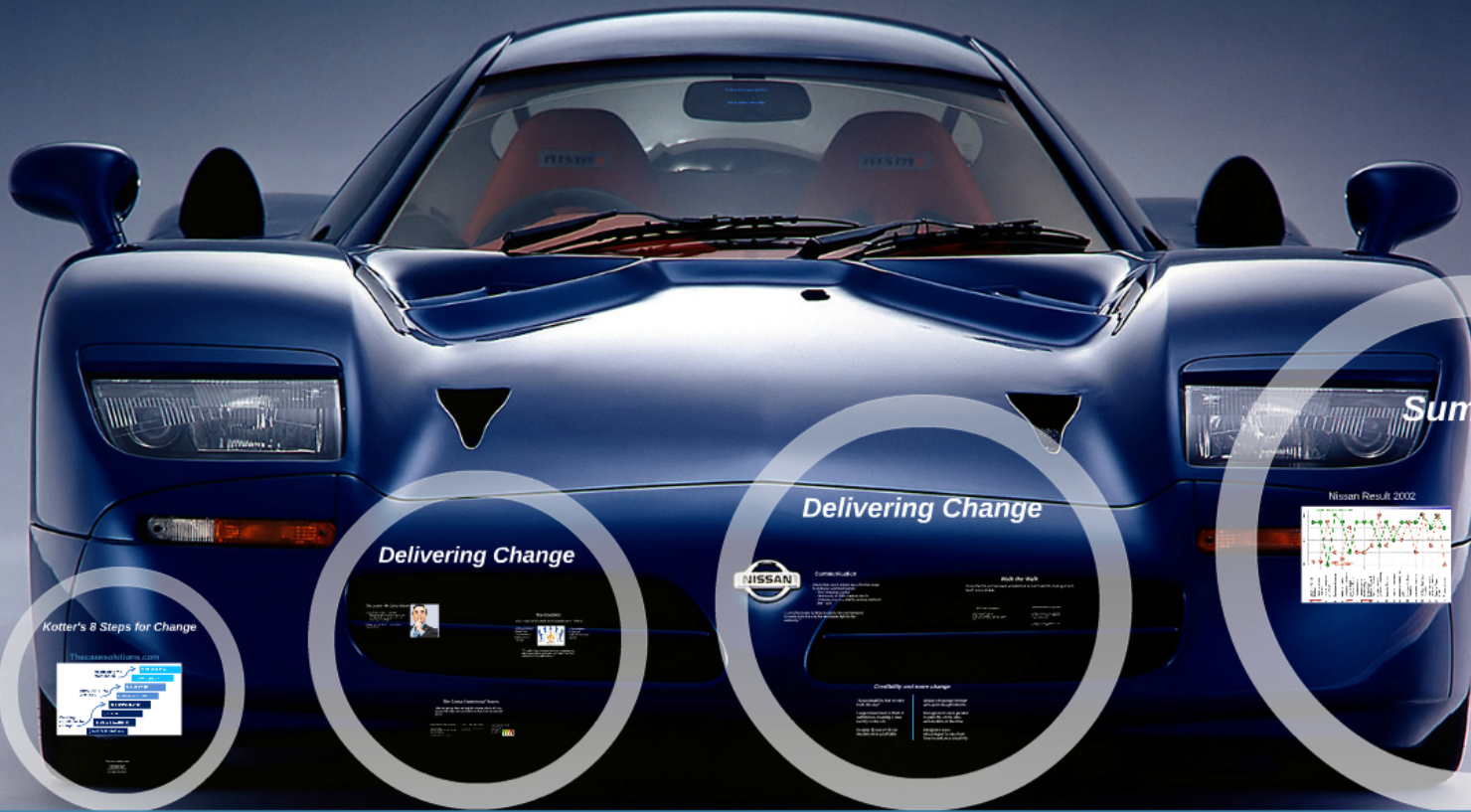


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Resilience: Continuous Renewal
Of Competitive Advantages

Nissan - Strategic Renewal 1999' - 2002'



Background
Thecasesolutions.com

Kotter's 8 Steps for Change

Delivering Change

Delivering Change

Summary

Nissan Result 2002

Key Messages

- Internal stakeholders views were heard
- Decisions applied with consistency
- Communication more sincere and credible
- Decisions were taken in a timely fashion

Kotter's 8 steps was followed sequentially in the Nissan Strategic Renewal Plan case. Albeit, the steps are not necessarily sequential.

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**Resilience: Continuous Renewal
Of Competitive Advantages**

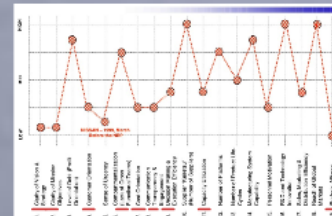
Background

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Nissan Snapshot - 1999
On a verge of collapse

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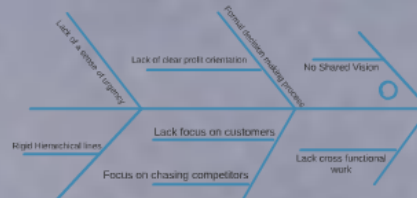
- Immense financial debt > high debt service
- Only 3 out of 43 car models are profitable
- Too many plants (some running at 50% capacity)
- Too many suppliers (10 times more compared with competitors)
- Too many car platforms (6 times more compared with competitors)
- Too many dealers in Japan
- A depression mindset as a result of poor performance



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Root Causes

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Nissan Snapshot - 1999

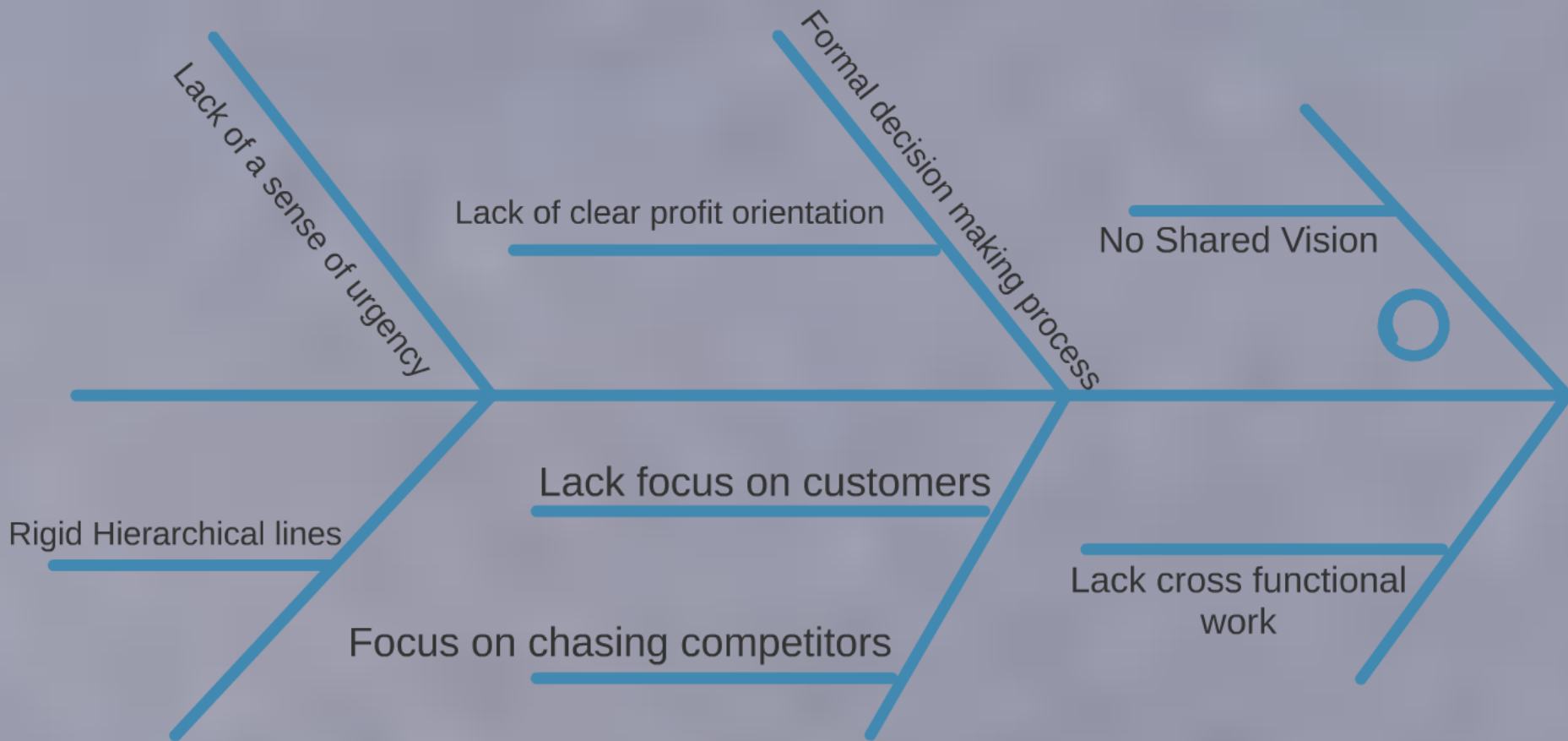
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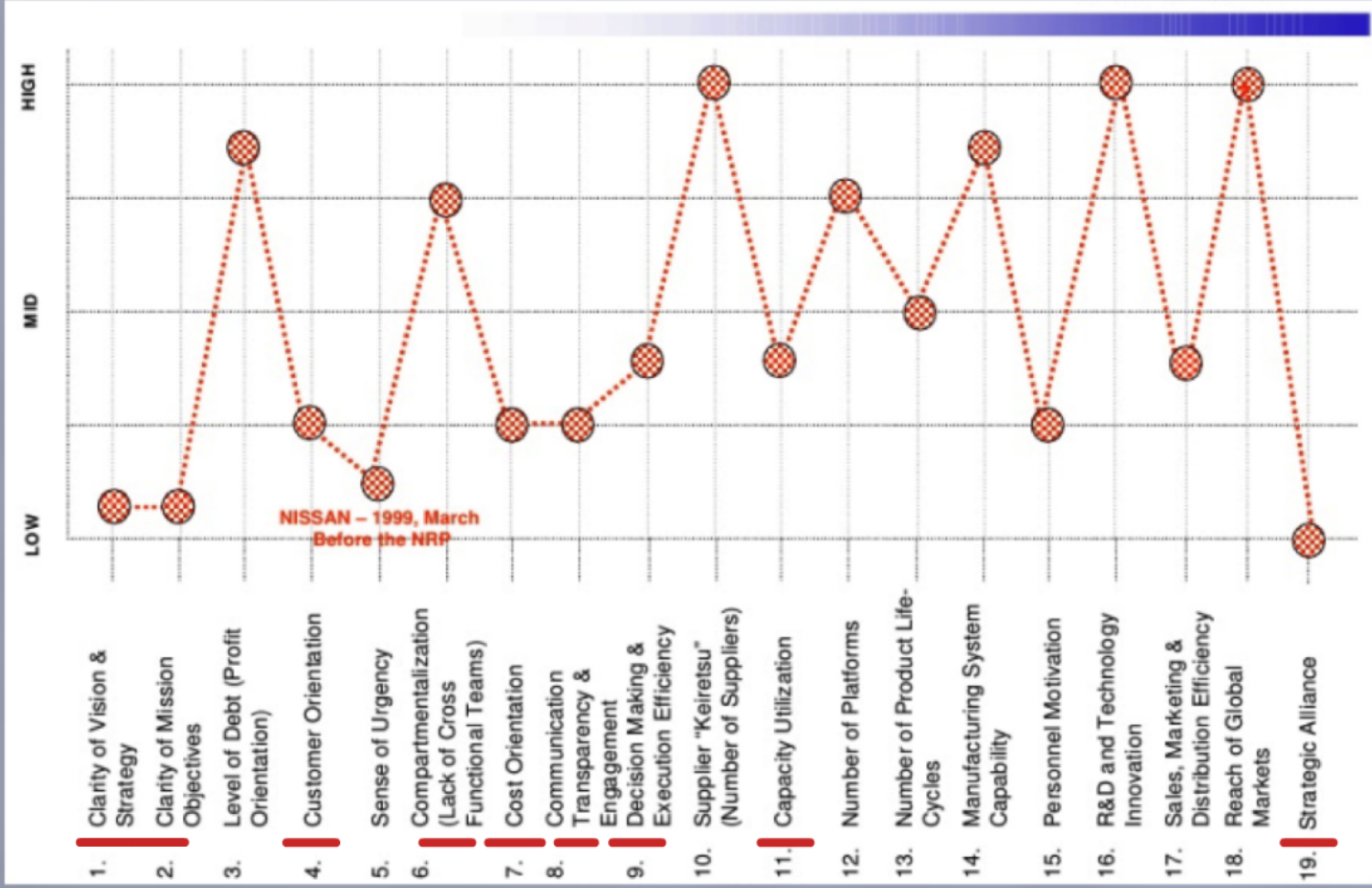
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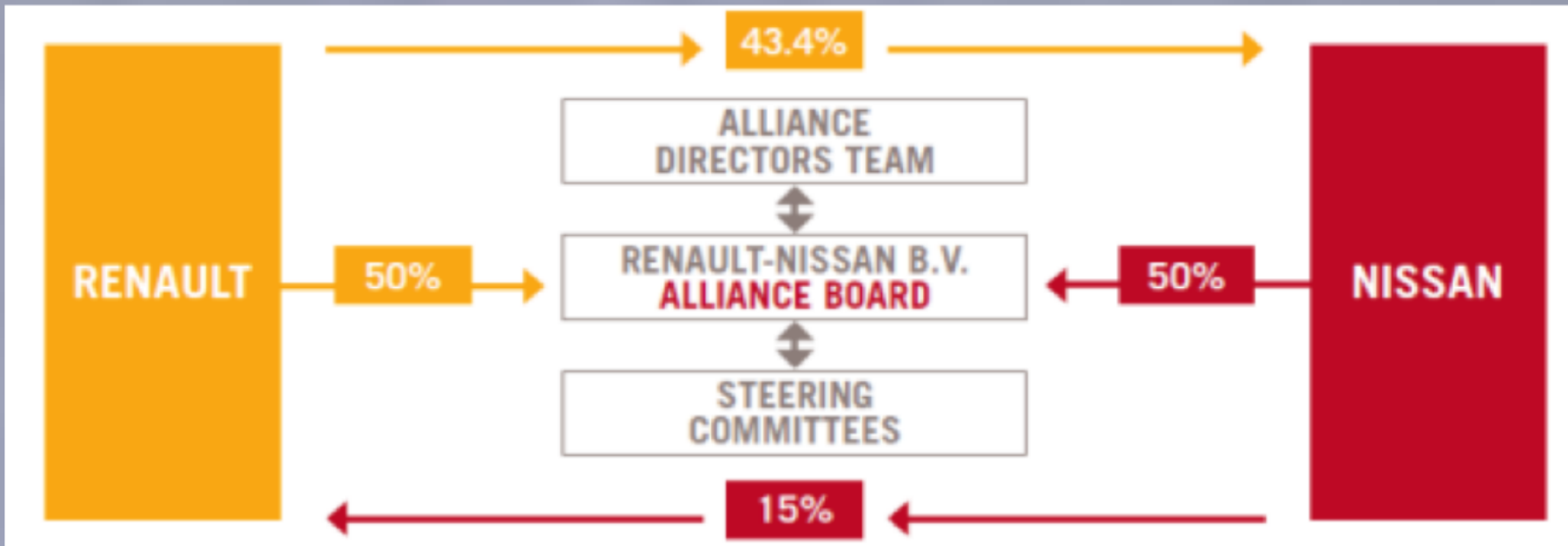
Root Causes

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Kotter's 8 Steps for Change

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If implemented, will the theoretical process described by Kotter (1995) be adequate to save Nissan from a verge of bankruptcy?