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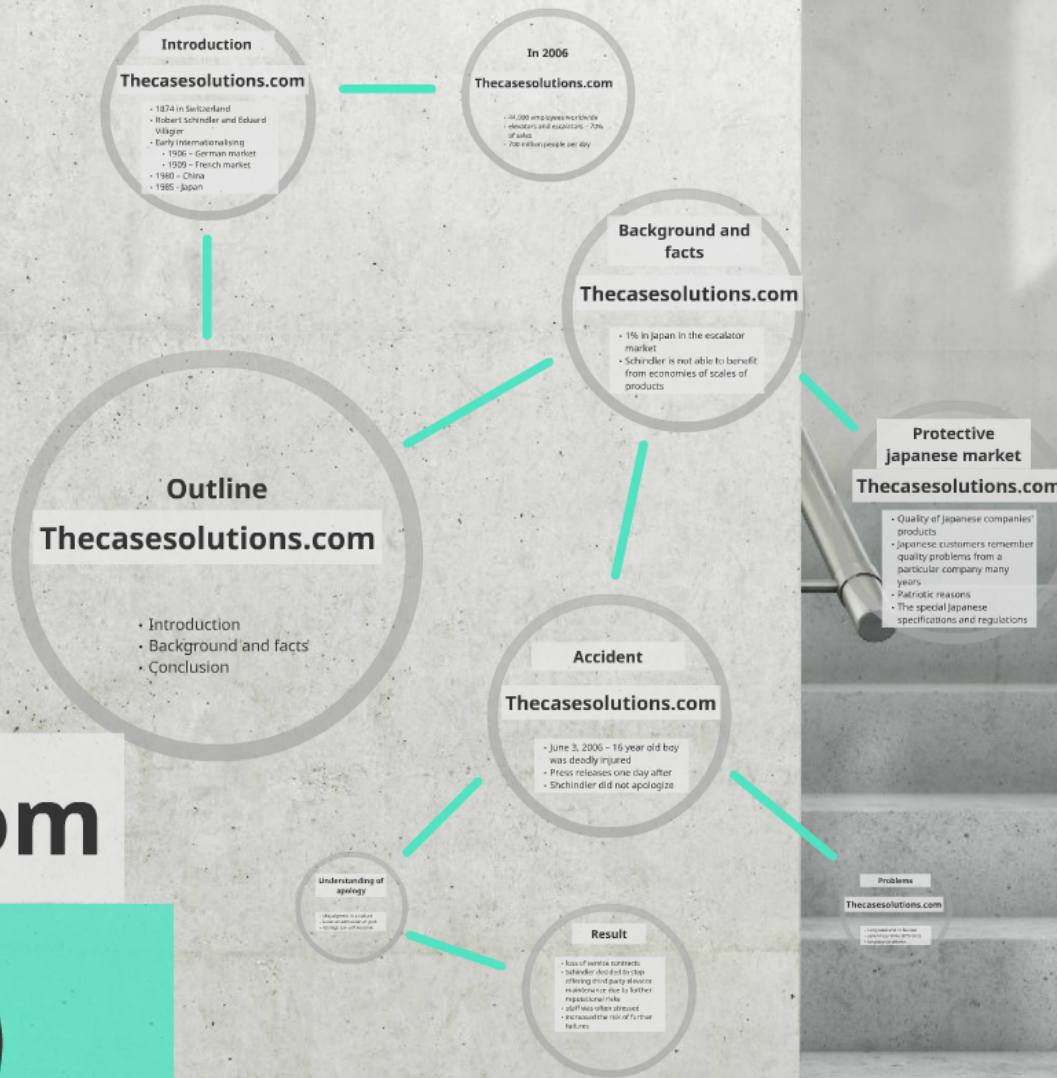
Hard lesson

- "Identifying the external factors that caused the accident was a hard lesson for the company."
- "It was not only a challenge to find an engineering solution but also a challenge to find a public one. A lot of hard work."



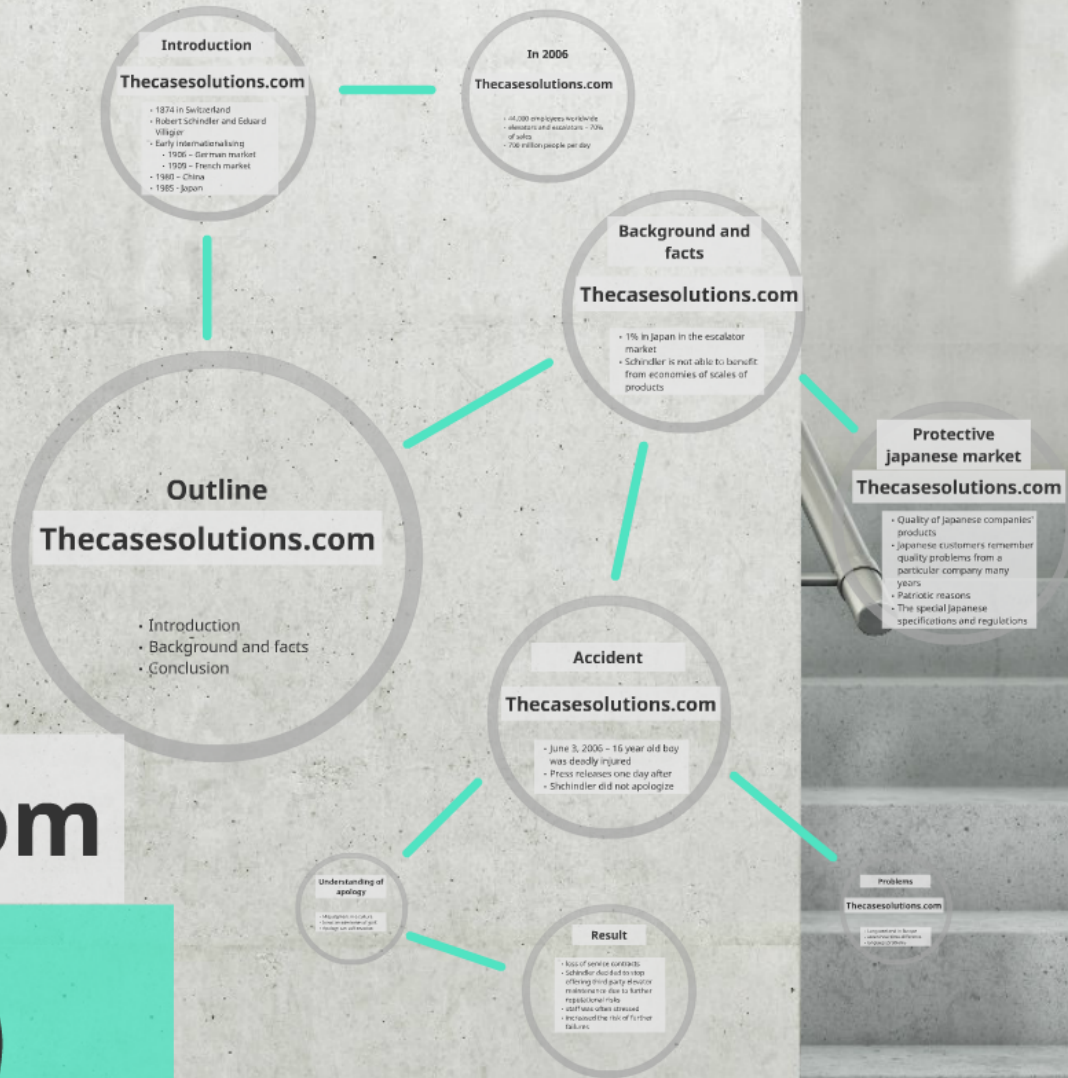
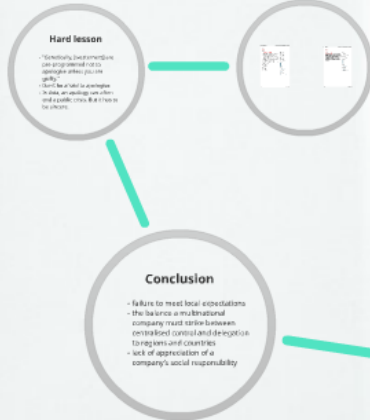
Conclusion

- Failure to meet local expectations of the business a multinational company must strive between perceived control and delegation to agents and countries
- Lack of appreciation of a company's social responsibility



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Schindler Service (A)



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Outline

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- Introduction
- Background and facts
- Conclusion

Introduction

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- 1874 in Switzerland
- Robert Schindler and Eduard Villigier
- Early internationalising
 - 1906 – German market
 - 1909 – French market
- 1980 – China
- 1985 - Japan

In 2006

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- 44,000 employees worldwide
- elevators and escalators – 70% of sales
- 700 million people per day

Background and facts

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- 1% in Japan in the escalator market
- Schindler is not able to benefit from economies of scales of products



Protective japanese market

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- Quality of Japanese companies' products
- Japanese customers remember quality problems from a particular company many years
- Patriotic reasons
- The special Japanese specifications and regulations

Accident

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- June 3, 2006 – 16 year old boy was deadly injured
- Press releases one day after
- Shchindler did not apologize



Problems

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- Long weekend in Europe
- seven-hour time difference
- language problems