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Sharp Corporation: Beyond Japan

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Who is the Decision Maker in the Case? How would you characterize his background? Is he unusual?



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Discuss Sharp's History. What has it been good at? Less good at? How is the company perceived?



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How did Sharp become a successful player in LCD? How is Sharp performing at the time of the case?



Should Sharp move into China now? Why or why not?

How could Sharp change its operating model? Describe and compare several options. Which would you select?



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SharpLCD

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- 1960: Begin dealing with LCD
- 1970: Licensed LCD technology
- 1980: Sharp first screen production due to high cost
- 2000: Thin film transistors created large, high contrast display
- Sharp becomes leader in laptop development
- Major innovation forces Sharp to take on "Back Beer" approach
- 2005: All LCD televisions

Sharp:LCD

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- 1968-Began dealing with LCD
- 1970- Licensed LCD technology
 - stop flatscreen production due to high cost
- 2000-Thin film transistors created bright, high contrast display
 - Sharp becomes leader in laptop developement
- Major innovation forces Sharp to take on "Black Box" approach
- 2005- All LCD televisions

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**Describe Sharp's operating model.
What are its pros and cons?**

Operating Model

- Specialization in and consumer product
- Strong focus on R&D
- World's most innovative case products
- World's largest LCD TV