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TCL-Thomson Electronics (B): Restructuring

SONY

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Introduction



Diagnostic changes



Context importance



Change managem...



Turnaround

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The objective of this work is to study through the restructuring strategy adopted by Sony, the stages of change strategy following a theoretical approach.

- ① management tasks and processes involved in changing strategies
- ② important issues to do with structuring of organisations
- ③ corporate-level and international strategy

DIAGNOSTING CHANGE SITUATION


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It's important to identify the need for and direction of strategic change

- 💡 Why strategic change is needed
- 💡 The basis of the strategy in terms of strategic purpose
- 💡 The more specific directions and methods of strategy
- 💡 The changes in structures, processes, relationships resources and activities



What typically emerges from such as exercise in diagnosing a change situation is that routines, control system structures symbols and power can be both

 • The changes in structures, processes, relationships resources and activities

What typically emerges from such as exercise in diagnosing a change situation is that routines, control system, structures, symbols and power can be both important blockages and facilitators to change.

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The importance of the context

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There are four types of strategic changes:

- 1 ADAPTION
- 2 RECONSTRUCTION
- 3 EVOLUTION
- 4 REVOLUTION

The success of any attempt at managing change will be dependent on the wider context in which that change is taking place.

SONY: in 1999 realized that the market was changing and internet was becoming more and more important as a means to increase their sales and thus a competitive weapon.



Also Sony attempted to increase internet penetration by offering internet connection at lower cost and higher speed to consumers in urban areas.

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Change management styles and roles

The Sony's spokesman said: "These changes are aimed at making Sony's management more agile"

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It's fundamental the collaboration, than intervention and direction.
Sony clearly demarcated the roles of headquarters and the newly
created network company → to strengthen the management
capability



When it comes to considering strategic change, there is too often an over emphasis on individuals at the top of an organization.