



EASTMAN KODAK CASE STUDY



EASTMAN KODAK COMPANY

American company founded in 1888 by George Eastman & headquartered in Rochester, New-York, since 1901

Produces imaging products



20th century: leader in the photographic industry

1990's: Change in its strategy to adopt digital imaging requirements

Failed to move from its traditional photographic core ability to the “picture business”

Declared bankruptcy in January 2012

MISSION AND FIRST STEPS

"Transforming professional photography into a day-to-day activity for consumers"

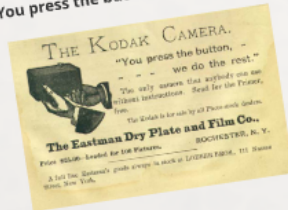
KEY INNOVATIONS

- Silver halide roll film
- 1st fully portable camera



FIRST ADVERTISING SLOGAN

"You press the button, we do the rest"



HISTORICAL RECALL

- 1932 : Eastman died
- One of the world's leading multinational corporations and most recognizable brand names

After WWII

- Expanded its core business to chemicals and healthcare

1980's :

- R&D focused on new products adapted to the new imaging technology (Polaroid, Xerox, personal computer, Japanese camera industry,...)

1991:

- 1st digital camera priced at \$13 000

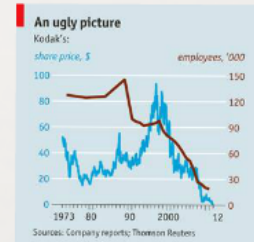
1993:

- Focus on electronics with new CEO George Fisher
- Divested chemical and healthcare businesses



FINANCIAL FAILURE

- 1991: America's 18th-biggest company by revenues
- 2011: 334th
- Between 2000 & 2011, operating losses = \$5.2 billion



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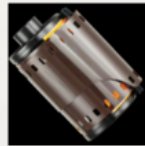


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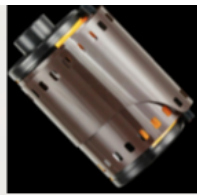
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