



Action Plan

- Refocus a new line of lower priced heavy equipment to be manufactured and sold in developing nations.
- Revisit competitive plans against Caterpillar
- Create an exclusive Komatsu dealer global network.
 - Include the new service of rental equipment.
- Initiate a plan of marketing to educational institutions, and other high visibility operations.
- Increase diversification into production of electronics, robotics, and plastics.

Case #1

Group: Tara Rystad, Amanda Klimaschesky, Marissa Atoruk, & Jano Fair

Action Plan

- Return back to the basic element of the company:
 - Grow equipment sales that have been stagnating since the early 1980s through globalization tasks.
 - Less dependency on its traditional business.
- The 3 G's:
 - Growth, Global, & Groupwide.
 - "A global and compound high-tech organization that integrates hardware and software as systems."
- Utilizing the strong capabilities & expertise in 3 growth segments:
 - Electronics, robotics & plastics.
- Play a stronger role in gaining international harmony.

Problem

- Reluctance to change
- Bad Economy
 - Rapidly appreciating Yen
- Falling demand
- Foreign exchange vulnerability → belated internationalization
- Lack of Innovation
 - Stagnated
 - Stereotyped
 - "The spirit of enterprise and challenge has been lost"

Data → Results

- More than 50% market share in Japanese environment
- Market share rose 15% by 1970
- 1965 - "cost down" program
- 1966 - "World A" campaign
- Katada Project G plan - 1990 sales level of ¥1,400 billion (nearly double its 1989 revenue level)
- Project G plan inspired excitement and apprehension within Komatsu - led to growth and opportunities but also to uncertainty

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