



## 7-1 Discussion: Reasons for Failure

Think of an organization that has been in existence for as long as you can remember. A Fortune 500 company, for example. Why and how has the company managed to survive all the years despite radical growth in technology, political changes, and economic trials and tribulations? Where does leadership fit into the picture?

In response to your peers, using the same organization as a basis, research whether the organization always operated on an ethical basis in order to remain successful. Give specific examples to support your stance.

To complete this assignment, review the Discussion Rubric document.

### Rubrics

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### Reasons for Failure

Christine Tetreault posted Aug 11, 2020 1:02 PM  [Subscribe](#)

Hi all,

I have chosen Kodak for this discussion. Kodak has been in business since September 4, 1888.

Kodak has survived by the ability to adapt to the times.

“Once Eastman trademarked the name Kodak, he released his first Kodak Camera in 1888. It came preloaded with a roll of paper film that had the capability to shoot 100

photographs. Once finished, customers would send Eastman back the cameras. He would load them with new film and develop the used roll. The Kodak Camera was so simple to use that it created the new hobby of amateur photography.” (History of Kodak, 2017). He was able to adapt camera styles and films through the years and in 1976, released the Kodamatic. Kodak also created a film that was able to detect radiation that was used by the Manhattan project, “discovery led to the invention of the modern x-ray”. (History of Kodak, 2017).

Because they were so late to the digital camera market, they lost out to companies more established. They tried to catch up by steering their focus onto digital photography and printing, “backed by revenue obtained through aggressive patent litigation rooted in “borrowed” digital technologies and concepts. Unfortunately, this plan failed, and Kodak filed for Chapter 11 bankruptcy protection in 2012.” (History of Kodak, 2017).

Kodak was able to begin to come back from bankruptcy, but not after Rochester, NY was devastated, the company was based there and over 60,000 were employed. Kodak emerged and in the third quarter of 2016, it had \$12 million in profits. (Viki, 2017).

“Nagji and Tuff distinguish three main types of innovation: core, adjacent, and transformational. A balanced portfolio is one in which a company has products and services that cover all three types of innovation.” (Viki, 2017).

Kodak leaders were “complacent”. Each successor was thought to be a savior, “The company’s CEOs were alternately praised and vilified.” (Gardner, 2020). It began with George Fisher eliminating any division “unrelated to its digital future. *The Atlantic*’s 2012 piece concluded: “(Kodak) isn’t in trouble because it stood still while the world turned. Rather, Kodak has spent the past decade attempting to adapt to the changing times, often creating innovative new products, but failing to turn them into a sustainable business.” (Gardner, 2020).

Kodak was able to grow through “consumer, professional and industrial film production, advanced materials, functioning printing solutions, synthetic chemicals. They are in the digital and traditional print markets with the KODAK PROSPER Presser and components and next-generation ULTRASTEAM Inkjet Technology, inks, and coatings, offset plates, and computer-to-plate imaging devices.” (Kodak, 2020).

Despite a bankruptcy and a shaky re-start, Kodak appears to be moving forward.

Gardner, K. (2020, January 14). What went wrong at Kodak? Retrieved from

<https://rochesterbeacon.com/2020/01/14/what-went-wrong-at-kodak/>

History of Kodak | A brief look with link.com. (2017, March 13). Retrieved from

<https://www.link.com/blog/history-of-kodak-a-brief-look-with-linkcom/>

Kodak. (n.d.). Retrieved from <https://www.kodak.com/en/company/home>

Viki, T. (2017, January 23). On the fifth anniversary of Kodak's bankruptcy, how can large companies

sustain innovation? Retrieved from [https://www.forbes.com/sites/tendayiviki/2017/01/19/on-](https://www.forbes.com/sites/tendayiviki/2017/01/19/on-the-fifth-anniversary-of-kodaks-bankruptcy-how-can-large-companies-sustain-innovation/#4930c08d6280)

[the-fifth-anniversary-of-kodaks-bankruptcy-how-can-large-companies-sustain-](https://www.forbes.com/sites/tendayiviki/2017/01/19/on-the-fifth-anniversary-of-kodaks-bankruptcy-how-can-large-companies-sustain-innovation/#4930c08d6280)

[innovation/#4930c08d6280](https://www.forbes.com/sites/tendayiviki/2017/01/19/on-the-fifth-anniversary-of-kodaks-bankruptcy-how-can-large-companies-sustain-innovation/#4930c08d6280)

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## 7-1 Discussion-Reasons for Failure

Beverley Mesquita posted Aug 11, 2020 10:00 PM [★ Subscribe](#)

In this week's discussion, I want to use Toyota Motor Company and its Toyota Production System as my example. Toyota is celebrating its 75<sup>th</sup> anniversary and is rated on "Fortune 500 as number 10." (Fortune, 2020) Toyota has managed to grow and prosper all these years by being known for its quality and dependability. The Toyota Production System is known as a lean way to process vehicles" lean reduces variation, waste, complexity, and the number of suppliers so that you can standardize the product you manufacture." (Gwizdak & McRae 2010) Toyota is has grown into a global company and adding this to its platform has given them the advantage to continue to grow. Even though Toyota is still listed as a Fortune 500 company they have not gone without issues. Toyota was growing so fast their vendors could not keep up and Toyota decides to use local vendors that were not of the same quality and this caused major issues for their reputation of the most reliable, dependable, and hurt their quality that they have been known for throughout the years.

Toyota recently has revamped their management team due to having different locations all over the globe seemed to be trouble for the company as management at each location were not communicating with the home base within their period of fast growth. In our study, we have learned about top-down management style and this was an issue for Toyota's rapid growth "**Top-Down Decision Making:** Toyota's philosophy of "Genchi Genbutsu" (Go to the source to get the facts) became harder when there were many levels of management between the decision-makers and the problems." (Gwizdak & McRae 2010)

Fortune 500. (2020). In *Fortune*. Retrieved from <https://fortune.com/fortune500/>

Gwizdak, S., & McRae, D. (2010, March 6). What Went Wrong at Toyota? In defense of lean manufacturing. In *Industry Week*. Retrieved from <https://www.industryweek.com/leadership/companies-executives/article/21958351/what-went-wrong-at-toyota>

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## 7-1 Discussion-Reasons for Failure

Celia Moodenbaugh posted Aug 10, 2020 10:51 PM [★ Subscribe](#)

Hi Class,

I chose to learn more about a business that has been around forever-and, well, makes me happy! I chose The Walt Disney company.

The Walt Disney company was founded in 1923 by Walt Disney and his brother. In 1955, the first Disneyland opened in Anaheim, California. From 2010-2015, "Disney shareholders have enjoyed a staggering 221% return on their investment including dividends, trouncing the S&P 500's respectable 96% return over the same period". (Symington, 2020) There are many reasons that Disney has weathered the 'history storms' so to speak and a few of the main ones are:

- They invest back into the company and more specifically-their parks. There is truly something for everyone at the 5 different Disneyland theme parks. Guardians of the Galaxy rides, themed food and drinks, Frozen themes, Spider-Man adventures and

Character Experiences are all available to make each and every one of us feel like kids (and back to my point in the beginning-happy)! Updating to include Disney's hit movies and directly encourage the fans to fully experience and be immersed in the movies.

- Walt Disney is quoted as saying: "*The greatest moments in life are not concerned with selfish achievements but rather with the things we do for the people we love and esteem, and whose respect we need.*" According to Inc.com, Disney leaders listen with intention to their staff members that are working on the 'front-lines'. They not only listen with intention, but will do leader-walks which allows the management team to connect and related with their staff. Last but not least, the management team will work shifts all around the park to have a better understanding of how they can be better leaders. All of these approaches encourage communication and a personal connection between management and their team members.

By investing in both the company, and their expansive team-The Walt Disney company has proven over the years that they will be able to remain successful even in an ever evolving economy, political changes and the ever updating technology.

Have a great week,

Celia

#### References:

Inc.com. 2020. *How Disney Leaders Motivate Their Teams*. [online] Available at: <<https://www.inc.com/disneyinstitute/leadership-101-walk-a-mile-in-your-employees-shoes.html>> [Accessed 11 August 2020].

Symington, S., 2020. *3 Reasons Why The Walt Disney Company Is Brilliant | The Motley Fool*. [online] The Motley Fool. Available at: <<https://www.fool.com/investing/general/2015/03/28/3-reasons-why-the-walt-disney-company-is-brilliant.aspx>> [Accessed 11 August 2020].

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Last post Tue at 11:20 PM by Kristin Horton

### 7-1 discussion

Danyel Franklin posted Aug 12, 2020 11:34 AM [☆ Subscribe](#)

Hey class,

Exxon Mobile was based out of Irving, Texas. Since Exxon works with oil its a company that will always have ways to thrive. They are the a big energy based company that has kept a spot on the Fortune 500 list who stay in the number two spot, who have both profit and revenue in 2018; they rose nearly 6% and 19%, respectively (Fortune, 2020). Exxon has benefited by using cheap U.S. crude, all while have another side project that they have built for themselves, like refining and chemicals. The company's operates on six continents, which was based of the launch that they did in 2018. Exxon's strategic planning with other countries are what keep their business ventures.

References:

<https://fortune.com/fortune500/2019/exxon-mobil/>

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### Reasons For Failure

Courtney Trzinski posted Aug 12, 2020 8:58 PM [☆ Subscribe](#)

Good Evening,

The organization I looked at that has been around for at least my whole existence and has always come with a little bit of prestige behind it as I grew up, Apple. Apple has been around since it was founded in 1976 by Steve Jobs and Steve Woznaik.

Apple is a company which has survived a big boom in technological changes. They did this by trying to stay ahead of the technology development “Apple [even] teamed up with IBM and Motorola and eventually Microsoft,” (Rawlinson, N., 2017). Their willingness to team up with other companies in order to make products that will sell helped the company ride out economic trials and improved their odds at catching the correct technology waves as they came and went in style even through current times now.

The leadership throughout this company has always pushed for new ideas and were deck plate leaders. Meaning they were seen out and around the company floor pitching ideas and encouraging employees. They were very involved in the company processes as new projects were developed and even there to discuss and argue marketing techniques. Apple has had some great leadership throughout their time, and even managed to survive losing Steve Jobs for awhile before he came back to the company.

-Courtney Trzinski

Rawlinson, N. (2017). Apple was 41 years old in April, here's some history. Retrieved 12 August 2020, from <https://www.macworld.co.uk/feature/apple/history-of-apple-steve-jobs-mac-3606104/>.

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