

The restructuring sony corporation

Business, Management



The Restructuring Sony Corporation

1. During the period covered in the case study Sony Corporation had four major restructuring in different business phases. The four restructuring phases at Sony were: 1) 1994 restructuring that created eight divisions; 2) 1995 ten company structure; 3) 1999 unified dispersed management model; 4) 2001 restructuring to adapt to the broadband era.

2. Sony had four major restructuring phases for a variety of reasons. One of them was due to the pressures of the shareholders and other stakeholders that expected the company to do something after bad financial results. Another reason was to adjust the corporation to market changes. The 2001 restructuring is an example of a restructuring that was done to adjust to new market realities.

3. The restructuring efforts at Sony were realized to make the company more flexible and adaptive. As a conglomerate the different types of businesses needed their own autonomy. The restructures at Sony decentralized the decision making process. The unified dispersed management model was very effective at creating greater autonomy.

4. At Sony due to the segmentation of businesses and the decentralized nature of the operation there was a lot of cultural diversity. Each business unit had its own corporate culture. The managers operated each business unit in an independent manner to a certain degree.

5. I believe that the dominant business culture at Sony is innovation. The reason for innovation and research and development is so important for Sony is because the company has so many different types of products and services.