

The honda effect case

Business



Directorial Approach The “ American Dream” is one of the most commonly misunderstood ideals in American culture. Regrettable it seems to be a term that has lost its way over time throughout American history. With controversy and hardship dating all the way back to the 1970’s to present day presents the ideas and hope that the American Dream mythology that has been long admired as the countrys greatest asset is really Just a myth. Whilst it appears to be dead in todays society its the misunderstanding by outside audiences will finally get to witness a play which presents the uncovering of this deadly realisation from an American point of view. Buried Child will do exactly that! This play really digs in deep in the heart of this problem as it will present the real truth of American society and the frustration that has been shown by my fellow people, from the past to present time with the showing of Buried Child at the Sydney Theatre company.

Sam Shepherd Buried Child has already shown the breakdown in Tradition and family and the Disillusionment that Americans for many years have faced. With a marvellous set of characters and a story worth the telling this family drama has been one of broadways finest and Sheppard’s ultimate breakthrough. It is the pain that is shown by each of the characters and the breakdown of the family and farm from a dark secret has been made as an example on Just how the American people having been feeling throughout time.

Buried Child Will ultimatetely uncover the truth and give people a spectacle in the making as we will present the very same staging used in the original

production and try making this play Just like it was when it was first told. With a fine cast and crew working beside me they will also learn a great deal from this play as they will also have the experience of a lifetime acting in a play that is so rich in its writing and ideas which are presented.

It is for that very reason that i believe that this play has a very strong message for todays audience particularly one which has not witnessed this first hand and would like to know Just what has happened to the United States over time. It is that very reason on why i have decided to bring this play to Australia particularly with the Sydney Theatre Company, Particularly during a time now where America is facing those very similar issues which are currently tearing our nation apart whether it be from War to the Global Financial crisis things have changed over time.

I want the Audience to uncover the very same truth by watching this play and Buried Child will show Just how unique of a play it is. It is that very own secrecy that is presented in the play I want Audiences themselves to uplift, I want Audiences to gain an understanding of the real truth of American Society over time.

I want my audience to leave not only be entertained by the spectacle of this play and the home-grown talent they have seen perform it, but they will more importantly acknowledge the Context from which this play has emerged and Just how important it is to American society today.

Hopefully Australian people can understand the hardships that Americans throughout history have faced over time with all the barriers and ordeals that they have been placed throughout the past to the present day. Honda". This <https://assignbuster.com/the-honda-effect-case/>

theme in particular disassociated Honda motorcycles from other stereotype motorcycles that had a rowdy image. Richard Pascale (1996) however, disagrees with the BCG report.

He emphasises on how Honda used the emergent approach to strategise on entering the US motorcycle market.

His report suggests that Honda's entry in the US market was much smoother and it is what led to their instant success. Pascale (1996) argues that Honda entered the US market at the end of the motorcycle trade season showing their inability to carry out research in the new market. Pascale (1996) also criticizes the assumption that Honda was superior to other competitors in productivity. He states that Honda was successful in Japan with productivity but evidence suggests that the company was not superior, due to the lack of funding from the ministry of finance and the tight budget they had.

In regards to the BCG reporting that Honda had a deliberate strategy of disassociating themselves from their competitors' rowdy motorcycle image by following the "nicest eople" advertising policy, Pascale (1996) asserts that it was not an intentional move.

Instead, it was a result of the director of sales persuading management that this was the best course. The BCG report found that Honda penetrated into the US market with small lightweight motorbikes. Pascale (1996) however, argues that the idea of designing lightweight motorbikes at low cost was not one of inspiration but one of desperation.

He argues that the intended strategy was one of promoting the larger motorbikes because Honda felt that due to Americans preferring large items, they would be more likely to buy a larger bike. The larger motorbikes intended were unreliable, which led to the promotion of the smaller motorbikes.

Overall, Pascale (1996) gives the impression that it was through an incidental sequence of events that led to Honda gaining a strong hold in the US market. This was mainly through the unexpected discovery of a large untapped target market while at the same time trying to retain the interest of the current market.

Pascale (1996) also believes that an element of luck also helped Honda follow an emerging strategy. Restrictions placed on the funds by the government for the US venture forced Honda to take an alternate route. If they had all the funds necessary, they may well have gone through the normal distribution channels. The extent to which Honda's apparent strategy was deliberate and/or emergent In order to determine whether the company was following a specific model when entering the US market or not, it is crucial to consider the theoretical side of Honda's strategy.

According to Andrews model, there are two stages to corporate strategy, formulation and implementation. Formulation involved looking at the market, competitors and resources and formulating a corporate strategy which would be implemented throughout each process of the organisational structure. This is how BCG viewed Honda, as a corporation, who had looked at the market, formulated a strategy to cope with the environment and pressure of

competing in the market and implemented it. Overall, this would make all Honda's plans and activities deliberate.

Pascale (1996) however, viewed Honda as having an emergent approach. This approach shows a realised strategy made up from an intended strategy, together with an emergent strategy, which is not planned but emerges in relations to activities within the environment.

Pascale (1996) seemed to think that in Honda's case, the company's strategy was emergent and less was actually an intended strategy. By analysing both accounts, it is evident to state that Honda did not just follow one specific strategy, but rather followed a combination of both deliberate and emergent strategies together.

Key lessons to be learned from any comparison of the two quite different accounts of the same strategic decision Both accounts have identified numerous key lessons, the following below are a few of them: A company should be able to move ideas from top to bottom and back again, meaning from senior managers to lower managers, as this provides more participation and support from all employees (Johnson, Scholes ; Whittington 2008). This is one of the abilities of the Honda organisation that was most valued. Advertising to the right target market is also a key lesson to be learned.

Doing research on the competitors will help give an advantage and select the right advertising campaign that will capture the target market or segment intended (Johnson, Scholes ; Whittington 2008) .

Innovation is vital to every company. Mr Honda showed his innovative ability by producing better motorcycle engines, and the hiring of additional employees portrayed how strongly they valued innovation, which gradually paid off, leading to success. Companies should do a thorough research and know how to utilize their market position (Johnson, Scholes ; Whittington 2008).

In the case of Honda, strengths in design advantages and production methods meant they were able to increase sales in Japan even though at the time there was no organisation within the company. The importance of a company's culture is also emphasised.

Culture has also played a huge role at Honda. This was tested when Mr. Honda sent two executives to the U. S with no strategy other than to see if they could sell something. Studying the culture in the US market and determining what role Honda could play in the same market has benefited the company, and led to its success.

Conclusion From the above discussion, it is relevant to view Honda as being a company dedicated to being a low cost producer, utilizing its dominant position in Japan to penetrate into the US market, redefining that market by putting up its nicest people image and exploiting its comparative advantage using aggressive advertising and pricing (Mintzberg et al.

2003: 152-165). After all, the weaknesses in an organisation can become irrelevant if the strategy is strong and there is a good leadership, and in Honda's case, the strategy was strong, thanks to Mr.

Honda's good leadership skills and determination that led to the company's success. BIBLIOGRAPHY Johnson, G. , Scholes, K. , ; Whittington, R.

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