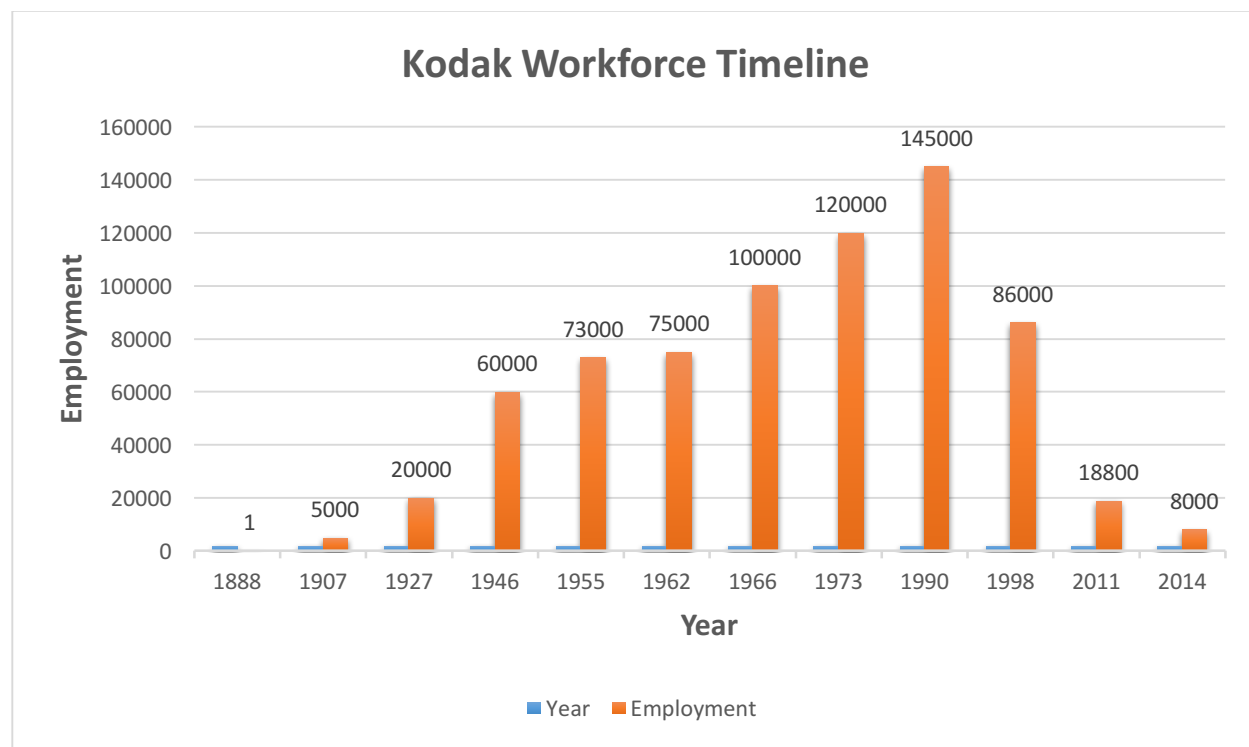


Case Study: Kodak

As we explore the Product Life Cycle (PLC) in declining industries, you will see that no matter to quality of management in companies, technology changes and products cease to be relevant. At the turn of the 20th Century, the best buggy whip manufacturer became completely irrelevant as automobiles replaced horses and buggy transportation. Every industry faces the same challenges.

Let's look at what happened at Kodak



These figures came from the History of Kodak

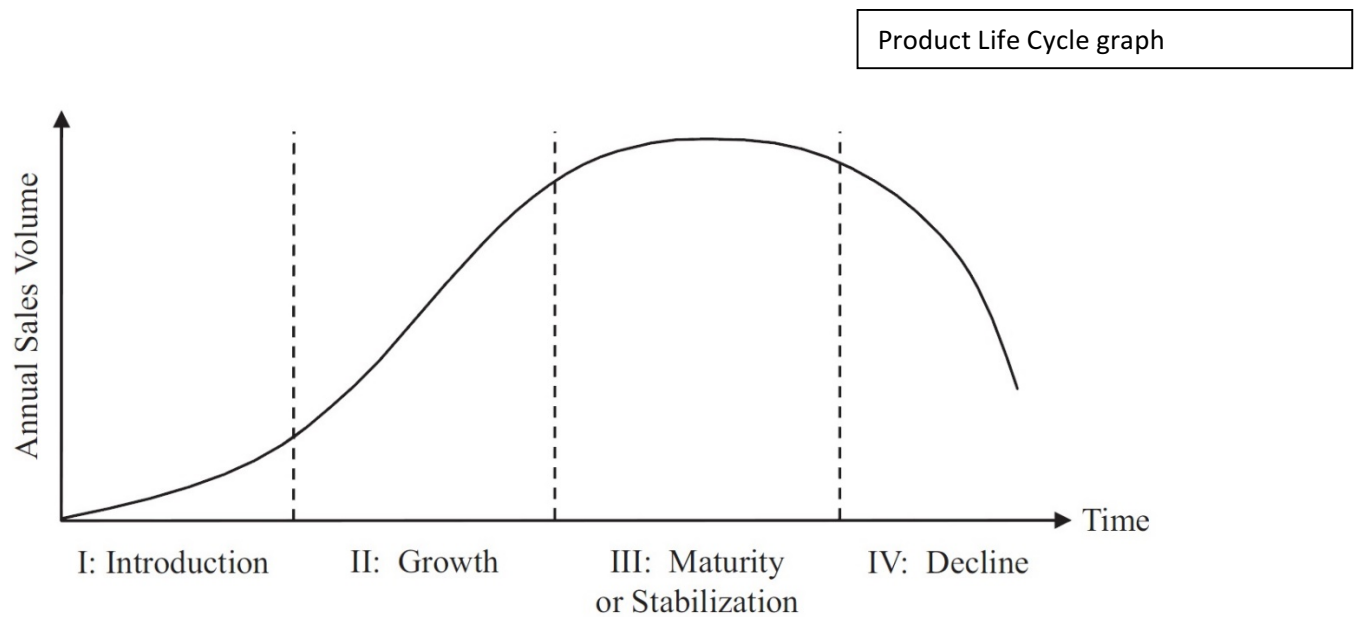
<http://www.kodak.com/ek/us/en/corp/aboutus/heritage/milestones/default.htm>

As you review the company data, you see that in 1990, Kodak had 145,000 employees. What happened? At some point, Kodak management did not fully analyze the state of the industry. In 2012, the company declared bankruptcy. What happened to all these employees? What was the true impact on the community? Kodak actually developed digital photography. They did not fully understand the change in the technology and how it would impact their industry.

Industries in late Maturity and Decline are the target groups to be analyzed by The Industry Hub. Some will go out of business, others will merge. By reaching companies while they still have operating capital, we help to focus the debate.

With The Industry Hub model, we want to help companies fully analyze technology and the impact on jobs and the health of communities. If we can talk with them while they still have money, we can help them make decisions and include the community in the discussion. I am not proposing that we get involved with internal company financials, but look at the impact on the community when these jobs are at risk. Can we involve all the stakeholders and design strategies to mitigate the community impact? All this would be done while the company is still generating revenue.

Case Study: Kodak



As we search for replacement industries, what kind of skills will be necessary for the replacement industries? These new technologies enter the PLC during Introduction or Growth. The graph shows a rapid rate of increased sales which should translate to new jobs. Can we design apprenticeship programs that can start in high schools? How can we include community colleges and universities and design programs that can actually create jobs. What other community organization can be incorporated into the solution?

As we search for methodologies to address communities and jobs, we need to create new paradigms. With the rapid adoption of new technologies, our markets are moving faster and faster. We can no longer passively wait for changes to occur. We need to anticipate change and create Future Think strategies to make sure our people and communities remain healthy. For those communities already negatively impacted, we need to take a critical look at the strategies needed to advance change strategies, get people back to work, and help communities financially recover.