Crisis, Resilience and Survival
Lessons from the Global Auto Industry

MATTHIAS HOLWEG
University of Oxford

NICK OLIVER
University of Edinburgh

CAMBRIDGE UNIVERSITY PRESS
Contents

List of figures page x
List of tables xii
Acknowledgements xiii

1 Why a book on corporate resilience? 1
   Management or context? 2
   Crises in the auto industry 4

2 The evolution of a global industry 8
   Early history and evolution 11
   1950s–1960s 13
   The 1970s–1980s: Oil shocks and imports from Japan 15
   The 1990s: Lean production, mergers and acquisitions 21
   2000–2010: Platforms and the rise of emerging markets 30
   2010 onwards: Global sales patterns and new technology 42
   Summary 49

3 Competing in a global industry 51
   Ford: The birth of mass production 51
   GM: The multi-brand enterprise 54
   Toyota: The birth of lean production 59
   VW: Platforms and brands 64
   Evolving performance frontiers, converging practices 69

4 Concepts: Stakeholders, operations and context 73
   Stakeholder relations 75
   Operational effectiveness 83
   Joining it up: The management system 101
The context of the auto industry
An integrated model of firm survival and failure
The 'survival envelope'

5 Rover: Inside a failing car company
Historical overview
1968–1975: The early years of the conglomerate
1975–1987: State ownership
1987–1994: Privatization and BAe
1994–2000: BMW
2000–2005: Phoenix
Analysis

6 The failure of Saab Automobile
Early car production
Saab cars in the 1970s and 1980s
Enter General Motors
The global financial crisis
Spyker
Post bankruptcy: NEVS
Analysis: Lessons from Saab?

7 Near misses: Chrysler and Nissan
Chrysler: The comeback kid
Nissan: The power of alliance
Overview of crises

8 The future shape of the industry
Why do auto firms get into crisis?
How do auto firms survive crisis?
Warning signs of crisis
Implications for the future shape of the auto industry
Will electrification radically disrupt the auto industry?
Final thoughts
<table>
<thead>
<tr>
<th>Contents</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix</td>
<td>291</td>
</tr>
<tr>
<td>Notes</td>
<td>298</td>
</tr>
<tr>
<td>Bibliography</td>
<td>310</td>
</tr>
<tr>
<td>Secondary data sources</td>
<td>318</td>
</tr>
<tr>
<td>Index</td>
<td>319</td>
</tr>
</tbody>
</table>