

**Eastman Kodak  
Strategic Plan Outline**

1. **About the Company**

- Eastman Kodak a long-standing company that created the first camera and photo paper. Kodak is a company focused on imaging for other businesses and offers commercial products and services created on three technologies from materials science to digital imaging science and software to deposition methods.
- b. Company Background**
  - Founded by George Eastman in 1880
  - Incorporated in 1901
  - Currently headquartered in Rochester, New York.
  - Have over 7 business divisions.
- c. Purpose**
  - Helping customers around the globe to sustainably grow their own business and enjoy their lives.
  - Dedicated to function in an environmentally, ethically, and socially responsible manner.
- d. Vision**
  - Strive to be the world leader in imaging.

2. **The Issue**

- Filed for bankruptcy in 2005
- Has struggled to rebuild a path to success
- b. Results from Analysis**
  - Strengths: strong brand, credibility, loyal customers, and global recognition
  - Weaknesses: outdated technology, weak advertising via website, low innovation, lack of direction, and unstable financial position
  - Opportunities: increasing demand for digital photo and video products and services
  - Threats: increasing complexity of technology, high costs of machine upgrades, strong competition
- c. Indications from Analysis**
  - Utilize strengths
  - Resolve weaknesses
  - Embrace opportunities
  - Minimize threats

3. **Recommendations**

- a. Solutions to Issues**
  - Increase competitive edge in digital and technology world.
  - Pursue opportunities that influence film production technologies such as touch screens for smart phones and other applications for laptops.
  - Research and develop products to provide additional products/services to retail consumers.
  - Review portfolio of consumer product licenses and patents.
- b. Implementation**
  - **Management**
    - ✓ Ensure everyone understands the mission and direction of company.
    - ✓ Manage the strategic growth and re-organization of Kodak's brand identity with global activities and communication about Kodak's vision and improvement to all of the company's stakeholders.

- ✓ Review global treasury operations, insurance risk management, credit and collections, and worldwide pension investments.
  - **Marketing**
    - ✓ Increase advertisement
    - ✓ Increase market share
    - ✓ Market to tech savvy consumers
    - ✓ Increase awareness of Kodak's accomplishments/history.
    - ✓ Utilize the Kodak brand to increase its power and value.
  - **Finance**
    - ✓ Create budget to control spending.
    - ✓ Pay off debt to stakeholders
    - ✓ Increase acquisitions
    - ✓ Explore other financial markets to raise money such as debt financing.
  - **Research and Development**
    - ✓ Develop new digital camera to compete with GoPro
    - ✓ Reinvent a nostalgic line of cameras
    - ✓ Establish an operating model that includes research, product development, commercialization, and manufacturing
  - **Human Resources**
    - ✓ Foster and encourage employee team members to deliver growth and accomplish success
    - ✓ Develop team member skills to compete in the digital market
  - **Information Technology**
    - ✓ Utilize a system that will maximize the efficiency of the customer database
    - ✓ Create a data tracking system to engage customers
- c. **Desired Results -**
- Regain a foothold in the competitive world of digital photo and video technology
  - Emerge, once again, as the world leader in digital imaging
  - Breed innovation and creativity that will increase growth and sustainability
  - Increase market share
  - Strengthen human capital
  - Continue to support the new organizational structure implemented by Kodak after the bankruptcy.

#### 4. **Conclusion**

- To help Kodak out of bankruptcy and ensure that the company continues to operate as a world leader in photography and make a breakthrough in technology. And continues to become a brand name that consumers will recognize,