

Cambridge University Press

978-1-107-07601-3 - Crisis, Resilience and Survival: Lessons From the Global Auto Industry

Matthias Holweg and Nick Oliver

Table of Contents

[More information](#)

## Contents

List of figures	<i>page</i> 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

Cambridge University Press

978-1-107-07601-3 - Crisis, Resilience and Survival: Lessons From the Global Auto Industry

Matthias Holweg and Nick Oliver

Table of Contents

[More information](#)

## viii CONTENTS

	The context of the auto industry	105
	An integrated model of firm survival and failure	113
	The 'survival envelope'	119
5	Rover: Inside a failing car company	123
	Historical overview	124
	1968–1975: The early years of the conglomerate	136
	1975–1987: State ownership	147
	1987–1994: Privatization and BAe	157
	1994–2000: BMW	161
	2000–2005: Phoenix	166
	Analysis	168
6	The failure of Saab Automobile	173
	Early car production	174
	Saab cars in the 1970s and 1980s	176
	Enter General Motors	180
	The global financial crisis	184
	Spyker	188
	Post bankruptcy: NEVS	203
	Analysis: Lessons from Saab?	208
7	Near misses: Chrysler and Nissan	219
	Chrysler: The comeback kid	220
	Nissan: The power of alliance	243
	Overview of crises	253
8	The future shape of the industry	259
	Why do auto firms get into crisis?	259
	How do auto firms survive crisis?	264
	Warning signs of crisis	271
	Implications for the future shape of the auto industry	274
	Will electrification radically disrupt the auto industry?	285
	Final thoughts	289

Cambridge University Press

978-1-107-07601-3 - Crisis, Resilience and Survival: Lessons From the Global Auto Industry

Matthias Holweg and Nick Oliver

Table of Contents

[More information](#)

---

CONTENTS ix

Appendix	291
Notes	298
Bibliography	310
Secondary data sources	318
Index	319