

# 15.905 Technology Strategy (Spring 2007)

Professor Michael A M Davies

## Case # 3: Kodak and the Digital Revolution

**Please note that you are *not* required to submit a write-up. However, writing down your thoughts may help you during class discussion.**

Kodak was once the dominant player in photography, albeit in the analog or film era. Its position has been eroded by aggressive competition in its core business, and the transition from analog to digital so that by early 2003 it faces falling revenues and some tough management challenges. Please give some thought to the following questions:

- what was the basis for Kodak's success in analog or film photography, and why was it able to maintain its leadership position for so long?
- what are the key ways in which the structure of digital imaging is different from analog or film photography?
- will digital imaging replace analog or film photography, and how long will the transition take?
- how effective was Kodak's initial response to the advent of digital imaging with Sony's introduction of the Mavica in 1981?
- what do you think of Kodak's attempts to evolve the business during the George Fisher era, and do you think that they were a success or failure, and why?
- what is Kodak's current position in digital imaging?
- Kodak's position might have been different if it had adopted and pursued a different strategy in digital imaging: what do you think it should have done, and what do you believe that its resulting position could have been?
- what do you think Kodak should do now?