

Register now to stay current with new **BOLDMOVES** episodes from week to week.

# BOLDMOVES

DOCUMENTING THE FUTURE OF FORD



## HOME

TRANSFORMING  
THE BUSINESS

INSPIRING  
IMAGINATION

THE BIG PICTURE

LOGIN

REGISTER

TELL A FRIEND

COMMUNITY BUZZ

ABOUT



INTRO

**Bold Moves** is a weekly updated video documentary series that takes you inside Ford as it attempts one of the largest corporate turnarounds in history.



▶ [CLICK TO PLAY](#)

EPISODE  
**09**

[BLOG IT](#)



## Can Ford's "Go Fast" project team quickly bring a retail version of the Shelby GT-H to market?

[Launch Episode 09](#)

## FEEDS

VIDEO  
RSS

## ARTICLES

### Turning the Ship Around

8/9/2006 6:05:33 PM ET - Management consultant Jillian Alexander provides an in-depth look at four key steps that every ailing company should take to change its corporate culture.

comments (14) | rate this ★★★★★

### From Concept to Showroom: Why Niche Cars can be Built Faster

8/9/2006 5:53:56 PM ET - What is a "niche" vehicle anyway? Journalist Peter Frey takes us through the ins and outs of these unique and exclusive vehicles, explaining why they can often be rushed to market.

comments (3) | rate this ★★★★★

### Taxi Medallions: A Small Business on Wheels

8/7/2006 12:01:02 PM ET - What are taxi medallions – and why are they so expensive and so prized? Jeff Heilman explains why a cab driver would pay over \$400,000 for a 4-digit number.

## IN THE I

Powered by YAH

**Ford worke  
staff cuts**

[money.cnn.com](http://money.cnn.com)

**Ford Motor  
on compan**

[www.timesofma](http://www.timesofma)

**An answer  
brands to r.**

[www.freep.com](http://www.freep.com)

**Ford uses I  
truck ads**

[www.freep.com](http://www.freep.com)

**Fear grows**

[www.detnews.c](http://www.detnews.c)

## COMMU

**Still Turnin**

8/15/2006 1:54:1

**Short Track**

8/10/2006 5:22:4

**BlogAds ar  
Impressed**

8/10/2006 5:21:1

# BOLD MOVES

DOCUMENTING THE FUTURE OF FORD



HOME  
TRANSFORMING  
THE BUSINESS  
INSPIRING  
IMAGINATION  
THE BIG PICTURE

## ARTICLE

### Turning the Ship Around

By: Jillian Alexander

It's not just large car companies like Ford that have trouble with layers of bureaucracy, it's a problem common to nearly all of the bigger corporations. Frequently, the once "high, wide and handsome" entrepreneurial start-up matures over time into a lame duck corporation as professional managers focus on the launching point.

As the company grows to be a market leader, management's hubris ignites a myopic belief that the company's strategies, methods, people, products and services are the best and as long as those are maintained, no risk of competitive threat exists. Such, that it sails adrift in a complacent fog using a compass calibrated to its past to navigate its direction.

Not until the hulk not under command runs aground, has been overtaken by competitors, makes water or is knocked down does management recognize having veered off course. Slowing revenue growth, shrinking profit margins, plummeting share price, lessening market penetration or losing market leadership position are the tip of the iceberg.

Admitting the company is adrift and disoriented is the beginning to make a change both in direction and corporate culture. The four key steps to turning around the ship can be achieved by answering key questions honestly and thoroughly.

LOGIN  
REGISTER  
TELL A FRIEND  
COMMUNITY BUZZ  
ABOUT

## FEEDS

VIDEO  
RSS



#### Reorient

First, it is important the crew know there is an agreed destination, otherwise the most able-bodied seamen will jump ship and the remaining hands mutiny.

To stay afloat after grounding and not flounder, the next step is to ensure the corporation is staunch, secure and seaworthy. The vessel may need to be salvaged, by jettisoning non-core businesses, changing corporate culture, or improving processes and infrastructure to make it nimble.

To reorient, corporate leaders need to answer, "What is our core business?" In recent years, doing so resulted in leading companies known for petroleum exploration, refinement and distribution to reposition themselves as energy production and delivery organizations. Similarly, Ford and other automobile



companies have expanded from producing only gas engine vehicles to include vehicles that run on a variety of energy sources.

### Shape a New Destination

Using a strategic plan as the map, setting compass by destination and adhering taut discipline will help keep the company on track.

After losing market share, Apple devised a new product supported by a marketing campaign aimed at its largest key customer category – students. The iPod and related peripherals and music products not only contributed \$1.2 billion revenue to Apple sales during fiscal year 2005, but also its seamless integration with Apple systems have driven their sales and ignited the digital content economy.

### Set Course

To gain headway, the captain must lead the crew in coming around, setting a new course and navigating toward the intended destination.

When Agricultural producers in northeastern Germany sought new markets for one of its two main products, not only did it fuel the booming European biodiesel industry by entering long-term contracts to sell its Rapeseed to Archer Daniels Midland Company, but also it improved the local economy by maintaining existing and creating new jobs.

### Keep Watch

Assign responsibility for keeping a sharp lookout plus adopt and employ map and compass tools daily to maintain course toward zenith ahead as well as measure distance of competitors both fore and aft.

Keeping watch and reporting distances to destination and from competitors will focus crew on reaching the target and know they are not the only ones in the water. It creates an environment where innovation and collaboration amongst the crew are enhanced because it becomes us against them rather than mutinous us against ourselves.

*During the past 15 years, Conduit Consulting founder Jillian Alexander has collaborated with senior management at clients ranging from 11 Fortune Global 100 corporations to 10 start-up enterprises spanning 15 diverse industries. Her previous roles have included Vice President, Corporate Development, Sony Pictures Entertainment as well as Practice Area Manager & Senior Consultant, Organizational Strategy Group-Strategic Change Practice at PricewaterhouseCoopers LLP. Jillian has authored methodologies focusing on strategic partnership formation, merger integration, organization design, valuation and intellectual property asset management. She also produces Entrepreneurship and Intreprenuership seminars for Executive and Senior Management personnel and provides career coaching to individuals at all levels. Conduit Consulting LLC is based in Santa Monica, California.*



Jillian Alexander

hide comments (14) rate this ★★★★★

[permalink](#)

## COMMENTS

Good strategy. Let's hope frods adopts it.

By:Peter - 8/15/2006 4:06:52 AM

I dont understand why Ford doesn't atleast bring some of the product from Europe over. For instance, where is the Bluetooth connectivity and the Voice Commands on ANY of the US Fords. I realize that these are high dollar features, but by simply offering them Ford can help