



Taking Responsibility for Critical Decisions

Managing Decisions in a Crisis

Tanaka Manufacturing's Decision Making Following a Major Earthquake





Case 1: *Managing Decisions in a Crisis*

Taking Responsibility for Critical Decisions

Case Background

Tanaka Manufacturing was founded in 1978 in Osaka, Japan. The company produces industrial parts for cars and electronics. It employs about

. It exports to

In recent years, Tanaka's leadership described their mission as

However, before the earthquake,

had no plan and no policy for

Senior managers knew that their stakeholders

had different expectations about

The company





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Key Terms

- *corporate responsibility*
- *business continuity*
- *stakeholders*
- *allocate*
- *crisis management*
- *reputation*
- *relief efforts*
- *prioritize*

THE CORE CASE QUESTION TO CONSIDER:

What should CEO Hiroshi Kato recommend to his management team and why?

Consider these questions:

Is the core problem _____ ?

Should these problems _____ ?





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The Situation Part 1

- In March, a powerful 7.2 earthquake struck Japan's Chubu region. Tanaka's main factory was in the affected area. Many employees [redacted] [redacted] Transportation routes [redacted].
- The government declared [redacted] relief efforts. Every company with resources was expected to contribute.
- CEO Hiroshi Kato called an emergency meeting within 24 hours. The management team faced three key decisions:

[redacted]



NEXT: How did the team respond [redacted] ?



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The Situation Part 2

- The Sales Director argued for

."

- The HR Director disagreed:

- The team chose

- Financially,

- There was also an external challenge:





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Key Case Figures & Case Discussion

Metrics & Data

Company founded:

Employees:

Factories:

Export markets:

Production reduction during crisis:

Donation to regional relief:

Production recovery (6 weeks):

Employee return to normal schedule:

Employee satisfaction change:

You are CEO Hiroshi Kato: what will you recommend to

1. Is the core problem: ?
2. Should these problems be ?

