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Academic honesty/ referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.			

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Introduction and Background

Eastman Kodak Company, commonly known as Kodak, is a leading American imaging company that concentrates on commercial print, advanced materials, and chemicals. The company was established by George Eastman in 1892 and became a leading manufacturer of photographic equipment, image material, and services. Kodak held a dominant photographic film for most parts of the twentieth century, and its brand name became popular in the videography and photography world. The company was able to revolutionize the photography industry by allowing every customer to have the ability to develop their pictures at affordable prices. When only the huge firms could access cameras for recording movies, Kodak enabled the availability of cameras to every home by developing portable and affordable equipment. With its slogan “you press the button, we do the rest,” Eastman Kodak Company changed how images were captured in societies globally for more than a century. At its peak years, the company controlled approximately 80% of the market share in the videography and photography industry and about 50% of the market share worldwide (Stanwick and Stanwick, 2020). Even after people shifted to digital-based photography, Kodak continued to embrace film photography.

Kodak was forced to downgrade gradually in the late 1990s as it began to struggle financially due to a decline in the sales of its products. In 2012, Kodak declared itself bankrupt and exited the photography and videography industry, only to emerge sharply in 2013 as a smaller firm (Anthony, 2016). Eastman Kodak Company is an iconic example of a firm that failed to understand the importance of technological transition, which threatened its business operations. Despite Kodak having invented its first digital camera in 1975, the company could not see the vital shift from analog to digital under its nose (Shih, 2016). The cause of Kodak’s downfall is attributed to its inability to cope with technological change. Although Eastman Kodak Company was once most of the most powerful companies globally, the firm failed to adopt new business models that would enable it to overcome the disruptive forces affecting the industry.

Reasons for Change at Eastman Kodak Company

For most parts of the 20th century, Kodak was on top of the other firms and dominated the photography and videography industry. The company's worldwide sales surpassed \$3 billion in 1972, and by 1976 it had pushed its competitors off the market, holding a market share of 85% in cameras and 90% market share in the film. By 1981, Eastman Kodak Company's sales had reached an all-time high of \$10 billion. In the late 1980s, there was a rise in digital camera sales and a decline in analogy camera sales (Brand Minds, 2018). Customers started to shift from using Kodak's products to Fuji's as the Japanese colour film was 20% cheaper than Kodak's. Although between 1991 and 2011, Kodak released digital products, its sales kept failing (Brand Minds, 2018). The company had failed to understand and adopt new business models in the change phase. With photo sharing trending in the industry, the company failed to realize that the trend was a new business and not just a chance for the business to enhance its printing business. Besides, Kodak failed due to its complaisance to embrace new ways of operation. The company held onto its original ways of operation and trusted that the customers would still require the printed images even with the technological revolution (Lucas and Goh, 2009). As a result of its rigidity, the company could not adapt to the necessary changes that would have enabled it beat its competitors.

As a result of Eastman Kodak Company's failure to cope with technological developments by adopting new business models, the company had no choice but to switch to digital. The change from film photography to digital photography changed everything for Kodak. It sank into bankruptcy in 2012 and emerged from it in 2013 as a learner firm concentrating on high-speed digital printing technology and flexible packaging for customer goods (Petrova, 2020). Eastman Kodak Company management addressed its cost structure to help the business recover financially in the restructuring process. Organization restructuring helped the company arise from the bankruptcy it had suffered to where it is today. Despite the challenges Eastman Kodak Company has faced in the past, the company has been striving to recover and maintain the dominance it once held in the photography and videography industry.

Critical Evaluation of Organizational Change

Stability in the Modern Business Environment

Stability is the ability of firms to withstand temporary problems, including lack of capital, decrease in sales, and loss of key customers or employees. It means that a business is in a situation where it concentrates on consistency as it provides the company with excellent profits. Organization stability is the condition of a firm's financial, production, and human resources that have attained a threshold of steady growth in terms of development, employee assessment, and bottom line. According to Milano (2022), a company can establish whether it is financially stable by evaluating its cash flow and other negative scenarios. Stability is a vital aspect needed by firms to achieve success. Particularly, companies in the photography and videography industry require stability to withstand temporary problems they encounter and to ensure consistency amidst the dynamic business environment. Organization stability is threatened by tough economic times. During challenging economic times, it is hard for companies to attain organizational stability due to factors such as inflation which alter market costs and the ability to sell, consequently affecting the company's bottom line. Furthermore, business stability is threatened by increased regulations in human resources and insurance, making benefits, hours paid, and other perks of working hard for companies to meet.

Stability is desirable in the modern business environment. It is important as it enables the organization's workers to perform better at their work in a stable environment. Business stability means that the workers have good relationships with their bosses and colleagues and can work for the organization for a longer time. If the workers are not paid well for their services or are not treated well, they may decide to leave the organization in search of better working conditions. As a result, firms need to ensure work stability in the organization to succeed through an experienced and well-motivated workforce. Besides, business stability is important and desirable as it helps the organization adapt to business changes. According to Pulakos and Kaiser (2020), a framework for organizational stability gives people optimism, confidence, and security during disruptive times in the workplace hence allowing them to keep calm, act rationally, and cope effectively with each situation that evolves. For instance, during a financial crisis like the one experienced during the COVID-19 pandemic, business stability helps firms overcome such challenges and continue operations.

Additionally, stability is desirable for businesses as it leads to psychological connectedness to the future. Stability makes individuals ready to sacrifice their immediate pleasure to achieve some objectives in the future (Moss et al., 2017). Similarly, organizational stability can make the company management and employees sacrifice their pleasure today for

future benefits. Moreover, business stability is important as it helps the organization grow its profits. Organizations with financial stability can grow and succeed in the industry, and their revenues keep growing. On the other hand, financially unstable firms do not acquire profits and cannot expand and grow.

Stability in the modern business environment is attainable for any organization. Despite the challenges that firms face in the business environment, they can sail through unaffected and succeed in business if they adopt strategies that cushion them from crisis effects. For instance, when firms face financial difficulties, they can still maintain their performance and achieve their objectives if they implement strategies that will help cushion the business from financial challenges. According to Sandra (2019), the ability of an organization to withstand temporary situations is the real test of its viability. If a business is financially stable, it is viable both in the short term and long run. Besides, if the organization can overcome challenges such as declining sales, and loss of employees, it is considered viable.

Stability in the modern business environment can be attained in several ways. To begin with, businesses can attain stability by ensuring that it retains their existing workforce. Retaining the employees who constitute the workforce often results in increased productivity (SBDC, 2022). Additionally, retaining employees reduces hiring and recruiting costs, eliminates learning curves for new workers, and strengthens the organization leading to a more stable business environment. Besides, organizations can attain stability by ensuring that they hire the right people for the right positions or jobs. Having the right people for the right job is the most important asset of any organization (SBDC, 2022). Hiring the right people for the right position can be achieved through an effective recruitment process. Also, organizations can attain stability by ensuring it is well regulated and complies with all the requirements necessary for business operations. Every organization must identify specific regulations specific to their industry and develop a compliance process to maintain stability and ensure business continuity.

Moreover, organizations can attain stability by ensuring that operations go as planned. The management can ensure company operations are achieved by establishing goals and strategic plans and working with all the workers towards achieving the set goals. Growth in the organization can be realized through successive positive performances guided by the company's set goals and objectives. Furthermore, organizations can attain stability by ensuring an effective communication process. Trust is established through personal relationships and honest communications. During a crisis, honest and effective

communication can make the company management tackle difficult topics and conversations easily (Ryba, 2020). Therefore the management team must be transparent, honest, and effective in communicating to ensure business stability and continuity.

Organizational Change as Beneficial and Exceptional Event

Organizational change refers to the actions where a business or company transforms a major part of its company, such as internal process, infrastructure or technology, and culture. It can also be defined as the process of creating and adopting new ideas. Organizational change is prevalent today as companies strive to cope and face a decline in financial performance in the unfavourable surrounding of a global political and economic world. They strive to cope with internal and external factors in the business environment, such as competition, demographics, technology, and professionalism. Due to the threat of these factors on organizational performance, companies can be forced to change their goals, restructure their responsibilities and roles, or shift their focus to survive in the industry. Besides, organizational change is popular today due to the need for companies to adopt new business models that would enable them to succeed in the market.

Organizational change is an exceptional and beneficial event as it promotes competition, enabling companies to achieve a competitive advantage over their rivals. With the stiff competition in the stiff competition in the photography and videography industry, companies need to embrace change to survive. According to Çetinkaya, Niavand, and Rashid (2019), organizational change is important as it helps companies achieve a competitive advantage over their rivals. In the constantly changing business environment, change has become the standard for firms to sustain their competitive position in the industry. Firms are constantly struggling to change and align their activities with the rapidly changing competitive environment. For instance, the Eastman Kodak Company has constantly changed its processes and operations to cope with the rapidly changing environment. When the firms, including Fuji, went digital, Kodak had to shift to producing digital cameras to fill the gap in competition and ensure that it retains its supremacy in the industry.

Besides, organizational change is a beneficial event as it promotes innovation. Companies capable of embracing change can promote an environment that stimulates innovation. The workers would be able to think creatively when managers start acknowledging their ideas. By encouraging employees to think creatively, organizations can grow and succeed in the long. According to Megan, Debbie, and Jan (2017), companies today do not rely on past techniques to bring relevant products to the market. The companies use innovations and technologies, including the Internet of Things (IoT) and Virtual Reality (VR). Therefore the biggest opportunity for Kodak is to concentrate on innovation as it will ensure business continuity. Furthermore, organizational change is important as it enables firms to keep up with industry trends to remain relevant. According to Chron Contributor (2020),

customers' needs are constantly changing, opening up new opportunities for firms to meet these needs. Companies can maintain their present customers and attract new customers when they meet customers' changing needs. Eastman Kodak Company, for instance, strived to keep up with industry trends and remain relevant by adopting digital cameras. With technological advancements, customers today prefer devices that combine various features in a single device. Such changing preferences and trends in the industry force firms to modify their product offerings to meet customers' needs.

Organizational change is also beneficial as it helps companies get out of a crisis. A crisis can present itself in various forms, including a financial crisis. During such situations, companies face difficulty determining what to do to overcome the situation. For instance, during the financial crisis caused by the COVID-19 pandemic, many firms were caught up in a dilemma, not knowing what to do to save their declining sales. Some companies were able to embrace change by adjusting their operations to suit the situation. Some firms had to adopt online operations to ensure continuity. Similarly, Eastman Kodak Company faced a financial crisis in the late 1990s, which forced the company to declare itself bankrupt in 2012. The situation made the company undertake some changes and reorganization to recover from financial distress. The company received \$950 Million on an 18-month credit facility from the CITI group (Taneja, 2021). This credit enabled the company to continue with its operations. Besides, Kodak also sold some sections of the company to be able to cope with the problems it faced during the crisis period. Furthermore, the company decided to stop the production and sales of digital cameras and focus on the world of digital photography. It concentrated on the printing of photos and the sale of camera accessories. The company's reorganization during the financial crisis was beneficial as it declared it had emerged from bankruptcy.

Conclusion

Recommendations

Eastman Kodak Company should adopt some strategies to succeed in the leading position in the digital photography industry. To begin with, for Kodak to become the world leader in the videography and photography industry, it needs to embrace digitalization and apply it in its operations. The company can embrace digitalization by using online platforms to sell its products and services, including e-commerce sites and websites. In today's technological era, consumers can get what they want with just a few clicks on their computers or smartphones. Although digital platforms have been growing in the business world, Eastman Kodak Company has not integrated its products on e-commerce sites or its official websites. Kodak needs to adopt e-commerce as it will enable the company to reach its customers virtually and stimulate sales. Virtual marketing and sales are important today as it helps customers save time visiting shopping stores physically. Kodak can benefit from increased sales by adopting virtual platforms for its business operations.

Besides, Eastman Kodak Company should adopt product differentiation to survive in the competitive industry. Kodak should increase the types of products that it offers in the market to ensure it meets the needs of all customers. Besides, the company should identify consumer patterns and trends and concentrate on producing products based on what is demanded in the market. According to Feder (1988), Kodak has been pursuing diversification of its product offerings. The photography giant, in recent years, ventured into producing and selling office products, computer equipment, batteries, and speciality chemicals. Since the business world is dynamic, Eastman Kodak Company should keep changing its product offerings to meet customers' needs.

Additionally, Eastman Kodak Company should pursue cost leadership to ensure that it continues to dominate the photography industry. Cost leadership does not mean firms should set low prices, but they should fix fair prices for both the company and the customers. Eastman Kodak Company should set prices for its affordable and fair products to consumers and the company. The cost leadership strategy will ensure that Eastman Kodak Company can dominate the market and attract its customers more than its competitors. Besides, the strategy will enable the company to strengthen its trust and relationship with the customers, hence achieving a bigger market share and gaining a competitive advantage over its competitors. Companies can comfortably apply the cost leadership strategy by ensuring that operating costs are maintained at the lowest levels. Therefore, Eastman Kodak Company should strive to reduce its operating costs to provide its customers with products at low prices.

Moreover, Eastman Kodak Company should focus on its current products and commit more time and resources to research and development activities. Kodak's management should be looking into developing its present product offerings to meet future market needs. Notably, Eastman Kodak Company failed in the past since it could not adapt and anticipate future market trends and developments. Therefore the company should realize its mistakes and rectify them by dedicating more resources and time to research and development activities. Furthermore, Eastman Kodak Company should strive to sell out its original idea regarding camera film. Since the company gained popularity by selling and producing camera films, it may attain a breakthrough in the market through the same product. Eastman Kodak Company only needs to educate its customers about camera film and its benefits to show its customers how its products are distinct from its competitors and why they should use them. By educating its customers about the products they offer, Eastman Kodak Company will be able to establish brand loyalty as customers will understand the value of Kodak's film compared to that of its competitors.

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Appendix

Eastman Kodak Company Corporate Values

Continuous Improvement

Credibility

Personal Renewal

Recognition and Celebration

Respect for the Dignity of the Individual

Trust

Uncompromising Integrity

Mission Statement:

We will build a world-class, results-oriented, diverse culture based on our six key values, through which we will grow more rapidly than our competitors by providing our customers and consumers with solutions to capture, store, process, output, recognize and celebrate achievement and communicate their images to people and machines anywhere, anyplace, and anytime. We will derive our competitive advantage by offering our customers and consumers differentiated, cost-effective solutions they want, when they want, and with flawless quality in our consumables, hardware, systems, and services. In this way, we will achieve our fundamental objective of Total Customer Satisfaction and our consequent goals of Increased Global Market Share and Superior Financial Performance.

Vision Statement:

To be the World Leader in Imagin