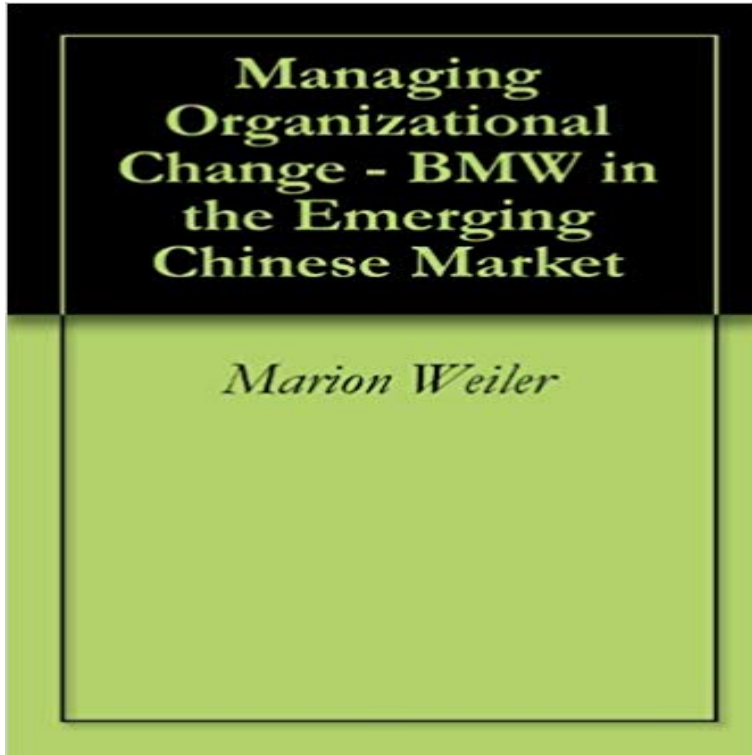


Managing Organizational Change - BMW in the Emerging Chinese Market



Change is often not welcomed, because it is more comfortable to do things the way weve always done them and change is often perceived as a threat. But change has always been a reality of life and is even more so today. The challenge for leaders is the transformation of their organization at this time of fast change. In this context, the research paper will analyze how the German car manufacturer BMW can apply organizational change and development theories to ensure highest quality and increase its market share in the emerging Chinese market. Chinas explosive growth, which has turned its car market into the fastestgrowing in the world, has attracted foreign automakers in hordes (Welch, 2004). Over the past decade, nearly every major car company has entered the Chinese market and so did BMW. The German car manufacturer invested in the local market and formally opened its first production facility in Shenyang. BMW entered a 50-50 joint venture with Brilliance China Automotive Holdings Ltd in 2003 and opened a 450-million plant, which will produce both BMW 3-series and 5-series models. BMW, which sells its three brands BMW, Mini and Rolls-Royce, is thus the only carmaker in the premium segment that produces locally in China (Welch, 2004). The purpose of this study is to examine the current situation regarding the Chinese market and potential issues for BMW. Based on these findings, it is examined how BMW can apply organizational change and development theories in order to make the process of doing business within the Chinese culture and market more

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