

## Resilience League Table of 14 Major Car Manufacturers (adapted from Table 8.2 in the book itself )

Rank		Operational Efficiency	Scale	Market Reach	Formal Stakeholder support
1	Hyundai/Kia	High	High	High	Medium
2	Toyota	High	High	Low	High
3	Honda	Medium	Medium	Medium	High
4	General Motors	Medium	High	High	Low
5	Ford	High	Medium	High	Medium
6	BMW	Medium	Low	High	High
7	VW	Low	High	Medium	High
8	Nissan	Medium	Medium	Medium	Medium
9	Tata (who own Jaguar Landrover)	High	Low	Medium	Medium
10	Zhejinag Geely (who own Volvo)	Medium	Low	Low	Medium
11	Fiat-Chrysler	Low	Medium	Medium	Low
12	Daimler (Mercedes)	Medium	Low	Medium	Medium
13	Renault	Low	Medium	Low	Low
14	Peugeot-Citroen	Low	Medium	Low	Low

The table depicts an estimate of a combination of a company's propensity to face a crisis and b) its likely ability to weather a crisis should one strike

Citation: Adapted from Holweg, M. and Oliver, N. (2015) "Crisis, Resilience and Survival: Lessons from the Global Auto Industry". Cambridge: Cambridge University Press. p280