



Shift: Inside Nissan's Historic Revival

By Carlos Ghosn

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Shift: Inside Nissan's Historic Revival By Carlos Ghosn

In *Shift*, Carlos Ghosn, the brilliant, audacious, and widely admired CEO of Nissan, recounts how he took the reins of the nearly bankrupt Japanese automotive company and achieved one of the most remarkable turnarounds in automotive—and corporate—history.

When Carlos Ghosn (pronounced like “phone”) was named COO of Nissan in 1999, the company was running out of gas and careening toward bankruptcy. Eighteen short months later, Nissan was back in the black, and within several more years it had become the most profitable large automobile company in the world. In *Shift*, Ghosn describes how he went about accomplishing the seemingly impossible, transforming Nissan once again into a powerful global automotive manufacturer.

The Brazilian-born, French-educated son of Lebanese parents, Ghosn first learned the management principles and practices that would shape his decisions at Nissan while rising through the ranks at Michelin and Renault. Upon his arrival at Nissan, Ghosn began his new position by embarking on a three-month intensive examination of every aspect of the business. By October 1999 he was ready to announce his strategy to turn the company around with the Nissan Revival Plan. In the plan, he consistently challenged the tradition-bound thinking and practices of Japanese business when they inhibited Nissan’s effectiveness. Ghosn closed plants, laid off workers, broke up long-standing supply networks, and sold off marginal assets to focus on the company’s core business. But slashing costs was just the first step in Nissan’s recovery. In fact, Ghosn introduced changes in every corner of the company, from manufacturing and engineering to marketing and sales. He updated Nissan’s car and truck lineup, took risks on dynamic new designs, and demanded improvements in quality—strategies that quickly burnished Nissan’s image in the marketplace, and re-established the company in the minds of consumers as a leader in innovation and engineering.

Like the best-selling memoirs of Jack Welch, Lou Gerstner, and Larry Bossidy, *Shift* is a fascinating behind-the-scenes look at what it takes to transform and re-create a world-class company. Written by one of the world’s most successful and acclaimed CEOs, *Shift* is an invaluable guide for business readers everywhere.

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Editorial Review

From Publishers Weekly

When French auto manufacturer Renault acquired Nissan, they sent Ghosn to engineer the failing company's turnaround, and in short order, interviews and pictures of him were everywhere. The story behind his success is familiar to any reader of business publications, but he gives it here again, along with an extensive recitation of the business strategy that put the failing company back in black. Those who haven't heard the continent-hopping tale of Ghosn's family will be fascinated by the first few chapters, in which he talks about his Lebanese grandfather, who went to Brazil to make his fortune, and reminisces about his own childhood in Brazil and Lebanon. Though some readers may yearn for more details about Ghosn's childhood and his days attending university in Paris, Ghosn is all business. Indeed, his background information seems to have been included largely to establish him as a creature of globalization. The bulk of the book follows his progress at Nissan in dry terms, with short, declarative sentences moving the story efficiently but mechanically. Ghosn sprinkles in occasional passages about his business philosophy, briefly analyzing why Nissan went downhill under the traditional Japanese system and expounding on the necessity of communication, dedication and never hesitating. Nissan's resurgence was doubtless a relief for its shareholders and employees (at least the ones who survived Ghosn's downsizing), but there isn't likely to be a large readership for what, by the end, feels less like a book and more like a company's annual report, complete with history, statistics and vision for the future.

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From [Booklist](#)

In *Turnaround* (2003), David Magee profiled the dramatic comeback of Nissan Corporation under the leadership of international businessman Carlos Ghosn. Here Ghosn relates the story in his own words, first sharing some of his family background and previous experience in the auto industry working at Michelin and at Renault, where he earned a reputation as "*le cost killer*." Ghosn was chosen by Renault as the only possible candidate to implement the changes necessary to revitalize Nissan, which was suffering under a decade of decline and unprofitability. The Renault alliance with Nissan injected desperately needed cash and revolutionized the stagnated culture at the Japanese company. Although Nissan had technologically superior products, Ghosn found there was a distinct absence of vision and leadership. His Nissan Revival Plan would become a highly successful cultural intersection that created the most dramatic turnaround in automotive history. Ghosn's rapidly paced narrative concludes with his hopes for the future of Nissan, penetrating new segments of the market in SUVs, pickups, and hybrids, along with a much-hoped-for entrance into the Chinese market. *David Siegfried*

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Review

"If you want to grasp how Nissan rediscovered itself, *Shift* is the ticket . . . The kind of company Ghosn likes to run is well presented here." —*The Boston Globe*

"A trove of practical advice to executives who . . . find themselves in unfamiliar business cultures with different rules of engagement – and not much time to sort things out."

—*BusinessWeek*

From the Trade Paperback edition.

Users Review

From reader reviews:

Anh Huckabee:

Now a day people who Living in the era where everything reachable by connect to the internet and the resources in it can be true or not demand people to be aware of each information they get. How people have to be smart in acquiring any information nowadays? Of course the answer is reading a book. Looking at a book can help men and women out of this uncertainty Information specifically this Shift: Inside Nissan's Historic Revival book because this book offers you rich info and knowledge. Of course the data in this book hundred % guarantees there is no doubt in it as you know.

Joseph Williams:

Reading a book tends to be new life style in this era globalization. With looking at you can get a lot of information that could give you benefit in your life. Having book everyone in this world could share their idea. Textbooks can also inspire a lot of people. A lot of author can inspire their own reader with their story as well as their experience. Not only the story that share in the textbooks. But also they write about the knowledge about something that you need example of this. How to get the good score toefl, or how to teach your sons or daughters, there are many kinds of book that you can get now. The authors on earth always try to improve their talent in writing, they also doing some exploration before they write on their book. One of them is this Shift: Inside Nissan's Historic Revival.

Ann Bland:

The reason why? Because this Shift: Inside Nissan's Historic Revival is an unordinary book that the inside of the book waiting for you to snap that but latter it will zap you with the secret it inside. Reading this book beside it was fantastic author who have write the book in such remarkable way makes the content inside easier to understand, entertaining way but still convey the meaning fully. So , it is good for you because of not hesitating having this nowadays or you going to regret it. This book will give you a lot of advantages than the other book have such as help improving your ability and your critical thinking way. So , still want to delay having that book? If I were you I will go to the book store hurriedly.

Margaret James:

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