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Note that you must conduct research and your paper must have 3 scholarly references. This means that you must locate peer-reviewed articles. Please be sure that you write an essay and do not use a question and answer format.

Questions

How would you characterize DaVita's strategy?

2. What advice would you give Kent Thiry in terms of leading and managing the integration of the Gambro organization?
3. What would be included in your "first 100 days" action plan?
4. How could you preserve DaVita's culture in the face of an acquisition that includes Thiry's former organization, Vivra

Selected Cases LEADING STRATEGIC CHANGE AT DAVITA: THE INTEGRATION OF THE GAMBRO ACQUISITION

In the summer of 2005, Kent Thiry, a 49-year-old Harvard MBA, ex-Bain consultant, and now the CEO of DaVita, thought about how he and his management team should address a set of emerging and important challenges. DaVita (publicly traded on the New York Stock Exchange under the symbol DVA) was a \$2.2 billion annual revenue operator of free-standing and in-

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