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BRIDGING BUSINESS THEORY AND PRACTICE IN THE AUTOMOTIVE INDUSTRY

PERSONAL REFLECTION AND PERFORMANCE REVIEW OF IXOR

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Abstract

Three weeks of detailed simulation depict the transition of IXOR, a fictitious automotive company, to sustainable practices. Carefully crafted strategies were developed for each department, aimed at improving value creation and revitalizing the product portfolio. The Business in Practice (BiP) experience encompassed both professional development and personal growth. This simulation demonstrated not only the synergy between departments, but also underlined the importance of interdepartmental cooperation and provided a solid foundation for navigating future career landscapes.

Keywords

Working in Teams, Business Strategy, Personal Growth, Business Simulation, Sustainability and ESG, Team Dynamics, Safe environment, Active Listening, Decision Making, Emotional Intelligence, Applying Theory in Practice.

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1 Performance review of IXOR

1.1 Introduction

IXOR, a major global automotive manufacturer with production facilities in Europe, China and the United States, is at the centre of a profound change in the automotive industry. Just a few decades ago, the automotive sector was almost exclusively dominated by vehicles with combustion engines, with the issue of sustainability largely taking a back seat. Today, the automotive landscape is undergoing a significant shift towards alternative fuels, with a remarkable trend emerging in the direction of electric mobility (Hagenmaier et al. 2023). Governments worldwide have recognized the relevance and urgency of this change. The Paris Declaration on Electromobility of 2015, adopted during the UN Climate Change Conference (COP21), created a global consensus with the goal of seeing 100 million electric cars and 400 million electric bicycles on the roads by 2030 (United Nations Framework Convention on Climate Change 2015). To encourage this transition, governments rely on financial incentives to support electric vehicles, strict environmental standards and penalties for those who fail to meet them (Fleming 2021).

In this dynamic environment, IXOR faces a dual challenge: to drive economic progress through sustainable sales growth while taking significant steps towards a greener future. Sustainability is an integral part of these goals and is seamlessly integrated into every decision-making process. The name IXOR comes from the Greek word "Iksos" [Ἰξός; English: mistletoe], which according to Greek mythology, is a symbol of perseverance and renewal. The mistletoe's constant greening in winter not only reflects IXOR's adaptability and innovative growth, but also emphasizes its commitment to sustainability and pioneering business practices.

The following analysis focuses on the three relevant areas of IXOR's business: Strategy, Innovation and Operations. Academic theories and frameworks are used to illuminate the decision-making process. To illustrate the practical relevance, the strategies of real car

manufacturers are used for comparison. In addition, a cross-functional view provides insights into the interdependencies between the individual departments.

1.2 Strategy

1.2.1 Strategy development process

For companies like IXOR, devising a resilient and visionary strategy is crucial to successfully adapt and thrive in the dynamic and rapidly changing automotive industry (Hagenmaier et al. 2022). At the heart of IXOR's strategy is a carefully crafted strategic process that incorporates simulation data and considers academic concepts.

The **SWOT analysis**, based on internal and external variables, forms the basis of this strategy (Schawel and Billing 2012). By examining the strengths, weaknesses, opportunities and threats, IXOR gains an accurate understanding of the market and its position within it. IXOR's strengths lie in its diversified portfolio, but weaknesses such as its focus on combustion engines and credit-related debt are evident. Threats arise from strict CO2 regulations and limited technology investments. However, opportunities emerge from IXOR's upcoming shift to electric mobility, supported by a transparent market and the potential of green bond financing (Figure 1). Building on this, particular emphasis has been placed on **Porter's Five Forces** approach, which is a comprehensive tool for assessing the intensity of competition and profitability in an industry (Porter 2004). IXOR operates in a highly competitive automotive industry characterized by significant competition from tech-savvy start-ups, particularly in the field of green mobility. While buyers currently have limited leverage due to the newness of the industry, IXOR's ability to adapt quickly provides an advantage, but its heavy reliance on a few battery suppliers poses a major challenge (Figure 2). Not to be neglected during the strategy development process was the **Business Model Canvas** (Figure 3), which focused on creating value, accessibility, reliability and service, paving the way for IXOR to develop a customer-centric and competitive business strategy (Osterwalder 2013). In addition, the **Resource-based view** (Figure 4) enabled

IXOR to identify unique internal resources and capabilities to achieve and sustain long-term competitive advantage (Barney 1991).

1.2.2 Core strategy

IXOR's core strategy is characterized by a clear **direction**, focused **positioning** and effective **activation** that enables the company to compete in the dynamic landscape of the automotive industry. In addition to product innovation, IXOR strengthens its commitment to the **United Nations' four Sustainable Development Goals (SDGs)**. These goals form the basis for IXOR's strategic and cultural realignment, focusing on climate action, gender equality, fair work conditions, economic growth and responsible consumption and production (Figure 5). The strategy itself was reviewed quarterly to discuss changes and upcoming challenges within 15-minute discussions (Figure 6).

Direction and aspiration: With a global **vision**, to “drive and save the future” the company aims to position itself as a key player driving the future of mobility. This is in line with the company's **mission** to be at the forefront of the transition to sustainable mobility through a comprehensive shift to all-electric vehicles. Fundamental to IXOR are its core **values**: corporate social responsibility, sustainability, innovation and quality.

Positioning: IXOR has firmly positioned itself in the USA, China and Europe in the top segment of the electric vehicle landscape (Figure 7). The company aims to establish a strong brand presence and primarily targets high-end customers who can not only afford high-quality cars but also possess a sustainable mindset and hold a valid driver's license.

While IXOR's initial differentiation strategy targets the high-end market to achieve premium pricing, a long-term focus on leveraging economies of scale might be worth considering, especially as the company moves into the production of more affordable models. IXOR's premium models aim to give the company an excellent reputation for quality and innovation and at the same time serve as an important source of funding for the research and development

of more affordable electric vehicle models. Vertical integration gives IXOR control over product quality and the innovation process. The company has built a comprehensive value chain that includes design, development, marketing and production of its vehicles. The product portfolio, consisting of six different models (Figure 8), adapts to the most important future trends in the automotive industry: IXOR's cars will be versatile, autonomous, electrified, connected and regularly updated (Kuhnert, Stürmer, and Koster 2018).

Activation: In the activation phase, IXOR is focusing its attention specifically on the consistent implementation of its business strategy. The company relies on renowned high-end car dealerships for its distribution strategy and cooperates with selected premium partners to ensure that the vehicles are optimally presented and made accessible to discerning customers. The company's holistic approach includes an all-encompassing strategic roadmap complemented by specific departmental strategies. Each of these plans is supported by well-defined measures and Key Performance Indicators (KPIs) that not only measure success but also ensure continuous monitoring. The „Value added" serves as the central performance indicator, which reflects the overall performance and sustainable progress of the company. Depending on the division, specific KPIs are taken into consideration (Figure 9).

1.2.3 Strategic performance and adaption

In an ever-changing business landscape, agility and adaptability are critical to meet the diverse challenges of the market (Ribeiro 2023). IXOR's experience has underlined the importance of these principles, especially given the need to rethink established business strategies.

The "Value Added" graph shows that IXOR experienced a decline from quarter nine (Q9) onwards, reaching a low of USD 654.7 million in Q21 (Graph 1). This decline was partly due to high investments in innovation and the launch of a new hybrid model (SUV 4x4H). Despite high expectations, the market response to the hybrid model was not convincing, which is evident from the relatively low sales curve (Graph 2). The decline can further be attributed to

other factors such as the declining sales of the first-generation electric cars (e-cars), an inappropriate marketing pricing strategy, and disproportionately high selling, general, and administrative expenses (SG&A) costs due to factory mismanagement, as well as a shift in buyer preferences.

To remain competitive, IXOR, traditionally positioned in the premium segment, undertook a strategic pivot. In Q15, the "IXOR City Sprinter E" was launched as an environmentally friendly city vehicle. This “fighter model” aimed at tapping into the emerging urban e-mobility market while making use of economies of scale. The push into this new segment and the associated price reductions led to an increase in sales, a reduction in inventory, and savings in storage capacity. As a result, value-added increased from USD 1,019.4 million in the Q9 to USD 3,287.2 million in the Q28 (Graph 1).

1.2.4 Drawing parallels with industry leaders

Studying the paths of industry pioneers provides valuable lessons for IXOR's strategic efforts. **Tesla** catered to the high-price segment with premium electric vehicles (Model S), initially manifesting its image as a luxury brand. After this reputation was solidified the company expanded its portfolio and introduce a lower-cost model (Model 3) to appeal to a wider audience (Furr and Dyer 2020). This strategic development has a striking parallel with IXOR's approach to introducing the fighter model. Just as Tesla has expanded its reach, IXOR's City Sprinter E represents a calculated move to diversify our offering, appealing to a broader market segment without compromising the premium identity of the brand.

1.3 Innovation

1.3.1 The importance of a sustainable innovation strategy

Innovation and sustainability are closely connected in today's automotive industry and have a major impact on its development. Changes like technological advances, shifting customer preferences and growing environmental concerns require automotive manufacturers to be

proactive and adaptive (Gao et al. 2016). The role of innovation not only determines the development of new vehicle designs, including the mix of features and products that bring the most profit to the company, but also drives the speed of the product innovation process and is therefore central to IXOR's development. In line with IXOR's sustainability strategy, the portfolio was converted to electric vehicles by FY3. This move takes into account increasing stakeholder pressure on Environmental, Social and Governance (ESG) standards (Mercedes-Benz Group 2022), secures a competitive advantage in the automotive sector (Cornet et al. 2021) and aims to obtain CO2 bonuses instead of penalties. Initially, vehicles that exceeded an emission of 95g/kilometer were fined USD 60. This threshold has since been adjusted, with a more stringent limit of 70g/kilometer, which carries a significant penalty of USD 100. For IXOR, this change is about more than mere compliance; it is about proactively shaping a sustainable automotive future.

1.3.2 Opportunity identification and innovation roadmap

In order to identify opportunities, reinvent its business model and build collaborative networks in a continuous process, IXOR uses the **Dynamic Capabilities Framework** (Teece 2007). The framework illustrates a company's ability to rapidly reconfigure resources and competencies in response to changes in the broader business environment. It provides IXOR with an approach to **seize** and capitalize on business opportunities, such as introducing new vehicle models. This was evident when IXOR **sensed** shifts towards electric-mobility (e-mobility), strategically launched the fighter model (City Sprinter E), and later **reconfigured** its portfolio to emphasize premium features in response to market demands, reinforcing its competitive position (Figure 10). In creating its innovation roadmap, IXOR mainly refers to the scientific framework of the **Three Horizons Model** (Baghai, Coley, and White 1999). This roadmap provides a structured approach to managing an innovation portfolio that balances improving current offerings with investing in breakthrough future opportunities. In the short term (**Horizon 1**), IXOR focuses on

optimizing its portfolio of hybrid models until the infrastructure for fully electric cars is established in the third year. Medium and long-term visions include the use of advanced battery systems by year six, the development of autonomous vehicle systems after year six (**Horizon 2**) and finally entering the car-sharing market through a strategic acquisition (**Horizon 3**) (Figure 11).

1.3.3 Strategic investment decisions, portfolio development and main challenges

Over the course of the simulation, IXOR made significant strategic investments of USD 2,710 million in innovative vehicle technologies and USD 6,205 million in product development paving the way for the introduction of ten new vehicle versions. To solidify its goal of achieving zero emissions and equipping its vehicles with cutting-edge technology and safety features, IXOR has carefully aligned its investment decisions with the immediacy of technology readiness for product launch. The critical challenge for the Director of Innovation was to simultaneously keep track of market demands in order to launch the appropriate products, invest in timely innovation technologies and always keep an eye on the investment budget. While these strategies were based on precise market analysis and evolving requirements, they were particularly challenging because market demands had to be aligned with new product introduction timeline. Especially in the first half of the simulation, the departments (Marketing, Operations and Innovation) did not exchange enough information resulting in operational inefficiency (see Operations analysis). In Q8, IXOR launched the "IXOR Biz Air E", the first of six electric cars, and started strongly. In parallel, IXOR invested in home charging stations. Despite the advantages of the IXOR e-models over competitors, turnover and sales slowed down, possibly due to an inadequate pricing structure or a still unstable market. In response, IXOR launched the "Lux E" in Q17 and launched the second generation of e-cars in Q21, leading to renewed sales growth (Graph 2). By the end of FY6, an impressive 1,984,937 e-cars had been sold (Graph 3).

In addition, coping with the CO2 emissions penalty/bonus system was initially a significant challenge for IXOR, as their portfolio consisted mainly of older models with combustion engines. With the introduction of hybrid models, IXOR was able to reduce emissions, but it was not until the 11th quarter that they achieved a neutral balance. Finally, in the 17th quarter, the company received bonus payments due to minimal CO2 emissions, highlighting IXOR's commitment to sustainable mobility (Graph 4 and 5).

In terms of ESG requirements, IXOR successfully met all criteria. However, when submitting the ESG report to BlackPepple, the company had difficulty presenting its performance convincingly, which led to a loss of investor confidence and a noticeable drop in performance.

1.3.4 Drawing parallels with industry leaders

When discussing how to promote a sustainable innovation strategy in the automotive industry, it is almost impossible not to mention some of the steps taken by major companies.

Swedish car manufacturer **Volvo** is a prime example of a company fully committed to electrification. By 2030, Volvo aims to become an all-electric car company, underscoring the industry trend that IXOR is also following. Similar to IXOR's ambitious targets, Volvo announced in 2021 that it aims to have 50 percent of its global sales volume coming from pure electric cars by 2025, with hybrids making up the rest (Volvo 2021). The emphasis here is on the company's clear commitment, which aligns with IXOR's vision for a sustainable future in the automotive sector.

The pivot of IXOR towards ESG compliance and the challenges in conveying those achievements resonate with **Mercedes-Benz's** journey. The brand announced its "Ambition 2039" initiative, targeting a carbon-neutral status for its passenger car fleet by 2039 (Mercedes-Benz Group 2023). But just like IXOR's challenge with BlackPepple, Mercedes faced skepticism, forcing them to constantly improve and be transparent about their efforts (Knecht

and Harloff 2019). It is important for IXOR to take a cue from Mercedes to build trust with stakeholders.

1.4 Operations

1.4.1 Introduction to Operations

Henry Ford's introduction of the Model T underlined the power of efficient operations processes. Thanks to the introduction of the assembly line, production costs dropped dramatically, making the car both high in quality and affordable (Ford Corporate 2023). The Operations department refers to the “practical management of business activities such as task of designing, establishing, planning, running, controlling, maintaining and improving operational systems” (Wild 1983). In the context of the automotive industry, it is the area in which companies develop and refine their unique capabilities to deliver unparalleled products and driving experiences by incorporating various processes, tools, knowledge, skills and organizational structures (Birchall, Tovstiga, and Jacques 2001). Two models that capture the essence of operations are the **Operations Performance Objectives** and the **4 Vs of Operations**. The Operations Performance Objectives highlight the trade-offs that operations often face. To achieve excellence in one area, compromises may have to be made in another area. In the automotive industry, balancing performance objectives is an art, as Costa and Antunes (2023) point out. For IXOR, while quality is a strength, cost efficiency is sometimes compromised, while speed, flexibility and reliability are more moderate (Figure 12). The 4V model helped explain why certain vehicles were produced at certain locations. The intersection of volume, variety, variation and visibility combined with market demand and strategic goals guided these production decisions IXOR's product range spans from small cars to luxury vehicles and represents volume and diversity, but with limited diversification within types. Demand for IXOR's products can fluctuate due to external factors, highlighting variability,

while the company's complex value chain indicates low visibility, emphasizing the need for improved transparency in operations (Figure 13).

1.4.2 Key components of operational efficiency and sustainability investments

At the heart of a successful automotive organization is a deep understanding of the fundamental principles of operational efficiency and utilization. This understanding shapes the roadmap for companies like IXOR, guiding it through a complex terrain of decisions, strategies and challenges. In this dynamic industry, certain key operational principles are non-negotiable. These include strategic decision-making about starting or stopping production lines and a deep understanding of economies of scale. It is essential to align operational strategies with accurate demand forecasts. Moreover, with an increasing focus on improving ESG performance, investing in carbon reduction in scope 1, 2 and 3 has become not only an environmental imperative but also a competitive advantage. IXOR has invested a total of USD 1,593.07 million in sustainable measures. A key indicator of operational efficiency is capacity utilization. It reveals how potential output relates to actual output, as it is influenced by a range of variables, such as the following sales forecasts, market competition, financial strategies and vehicle contribution margins.

Another essential component is the product life cycle, which is a critical foundation for smart portfolio planning. As products mature and decline, it is essential to continually rejuvenate the portfolio with contemporary, innovative models that meet changing consumer needs and ensure optimal asset utilization. IXOR's product strategy has faltered in its fourth and fifth year of operation, underscoring the central nature of this cycle, which includes phases such as introduction, growth, maturity and decline. Last but not least, Days of Inventory (DOI) proves to be an important metric. DOI indicate the average amount of time it takes a company to turn over its inventory. An optimal time window is ideally between 31 and 60 days (Libby 2022). A shorter time frame suggests operational issues and potential sales loss, while longer

inventories, especially over 120 days, indicate inefficiencies and risk of excess stock and rising costs. To move forward in the automotive sector, a well-balanced blend of strategic understanding, operational efficiency and adaptability is essential.

1.4.3 Production stability analysis and main learnings

Diving deeper into operational efficiency, IXOR encounters the multifaceted challenges of production stability. Within the venture, there were evident fluctuations in production patterns. Cars were temporarily taken out of production and put back into production, with fluctuations ranging from zero to 30,000 units. This volatility not only cut into the company's profit margins, but also made inventory management and forecasting difficult, which was admittedly overlooked. Overproduction was a glaring challenge. For instance, the 4x4, Lux, Biz, and Air models all experienced this anomaly. IXOR's focus on monitoring production volumes was primarily driven by the effects of overproduction. High inventory levels inflate costs. When the DOI surged beyond a threshold, IXOR observed a tangible dip in factory utilization in Q16 (Graph 6 and 7). Return on sales (ROS), defined as net profit (before interest and tax) divided by revenue, underscores this inefficiency. A significant low was observed in Q16-18 with a rate of 10 percent (Graph 8). To counteract this, IXOR refined marketing strategies, which led to lower prices. This approach increased sales and led to a reduction in inventory, stabilizing the production process over time. In hindsight, closer and earlier collaboration with other departments, especially marketing and finance, could have provided real-time data that would have allowed us to anticipate market trends and adjust production accordingly in time.

1.4.4 Drawing parallels with industry leaders

Comparing IXOR's operational journey with industry giants offers an interesting insight into the universal challenges and triumphs inherent to the automotive sector.

Toyota's success in the automotive industry is largely attributed to its innovative Toyota Production System (TPS), a model of operational efficiency. Central elements of this system

include the 'Kaizen' philosophy, focusing on continuous improvement, and the 'Just-In-Time' inventory approach, ensuring production based on demand (Shih 2022). These transformative strategies, emphasizing adaptability and workforce engagement, offer invaluable insights for IXOR, underscoring the importance of commitment to operational excellence. **Volkswagen**, another global automotive powerhouse, also struggled with the challenges of fluctuating demand influenced by market trends and external events. Volkswagen's resilience in times of fluctuating market demand is mainly due to its diversified product portfolio and strategic global production sites (Volkswagen AG 2021). Emulating Volkswagen's approach of diversification and regional understanding can enable companies like IXOR to deal proactively with demand uncertainties in the automotive industry.

1.5 Integrated view across functions

IXOR as a leading and global automotive manufacturer is a testament to the complex interplay of strategy, innovation and operations linked by the common thread of sustainability. Metaphorically speaking, the company is a perfectly tuned car in which all departments - like the parts of a vehicle - work together seamlessly (Figure 14).

IXOR's overarching strategy can be compared to the steering wheel of a car. It directs and sets the course the company must follow. Every turn and every decision is influenced by this strategy, with the ultimate goal of always being zero emissions and a sustainable path forward. The Innovation Department is the fuel that powers IXOR. Without innovation, the company would stagnate, like a car without fuel. It enables IXOR to continually evolve, reach new customer segments, and adapt to changing market conditions. Operations, as the heart of the company, is the engine. Without a powerful engine running smoothly, the car wouldn't move forward. In the case of IXOR, operations propel the company ahead, ensuring products are manufactured and delivered, and that customers are satisfied. Like a finely tuned engine with

all parts working in synchronization, IXOR's Innovation, Operations and Strategy departments are closely connected.

The innovation department is constantly coming up with new solutions and products, ensuring that the company stays up-to-date and relevant in the ever-evolving automotive industry. The strategy department ensures that these innovative breakthroughs are aligned with the company's long-term goals. While the innovation department develops a greener vehicle alternative, it is the strategy department that ensures that this alternative is introduced in markets that are receptive for green solutions in order to maximize impact and potential return on investment (ROI). Operations is the engine that ensures that these innovative strategies are put into practice. Without effective operations, brilliant strategies and innovations would remain mere blueprints. A misstep in this area, such as failing to manufacture or deliver innovative products efficiently, can undo all previous efforts. Lack of alignment or coordination between these departments can lead to catastrophic failures. Such failures underline the importance of integrated cross-functional communication and collaboration (Holland, Gaston, and Gomes 2020). This alignment is not just an allusion to modern requirements, but a clear roadmap for the future of the automotive industry.

1.6 Key findings and conclusion

Inspired by Vince Lombardi's statement that "individual commitment to a collective cause holds teams, companies and civilizations together" (Forbes n.d.), this analysis highlights the importance of collaboration and collective engagement in the corporate world.

In the early stages, two pressing challenges emerged: fragmented cross-functional collaboration and poor information analysis by each department. Departments such as Operations and Innovation initially worked in silos, resulting in a product offering that was not aligned with IXOR's vision. An unsophisticated product positioning strategy and an unaligned product portfolio led to capacity issues that were reflected in a factory utilization rate of barely 45

percent in Q16 (Graph 6). These initial problems underscored not only the relevance of each IXOR department to the overall structure of the company, but also the need for a cohesive team to pursue common goals. Individual commitment, and a coordinated strategy became the pillars in achieving the company's vision.

This realization led to more intense collaboration, underlined by joint strategy sessions and defined common milestones. The impact of this paradigm shift was felt throughout the organizational matrix. The innovation department, now equipped with meaningful feedback from marketing, produced vehicles that not only reflected the ethos of the brand but were also aligned with the needs of the market. The Marketing Director, working with the operational departments, introduced a leaner supply chain, shortened lead times and developed a more strategic approach to stocking. Meanwhile, the Human Resources (HR) department, became a beacon for talent management and professional development, fostering a culture where learning never stops. Furthermore, poor information analysis was a major hurdle. Even though a wealth of data was available, the team was initially unable to use it effectively. A crucial moment in this transformative journey was the introduction of efficient communication and evaluation systems using platforms such as Teams and Excel. These tools not only served to facilitate transparent dialogue, but also laid the foundation for methodical documentation that became a treasure trove for future strategic thinking. Quarterly feedback loops, institutionalized during this period, not only boosted team morale, but also emphasized the central role of each member in the company's story. The Business in Practice simulation was more than just an exercise; it became a testament to the power of collaboration, adaptability and strategic alignment in navigating the volatile terrain of modern business. IXOR's impressive upswing last year, which was reflected in a significant increase in value creation, was perhaps not quite able to close the gap of earlier communication failures.

2 Personal reflection

2.1 Introduction and overview

The quote of Hellen Keller, "Alone we can do so little, together we can do so much "(Adams 2018) illustrates not only the potential of community and collaboration but also the core of the BiP program. BiP is an exceptional experience, that illuminates the complexities of team interactions and the nuances of shared leadership. The program takes an innovative approach that distributes responsibility across a diverse team to enhance team performance by leveraging the unique experiences, cultures and values of individual members. In addition, the program fosters an environment of self-reflection and encourages participants to critically analyze their roles and experiences. Furthermore, the program integrates a peer and self-evaluation mechanism, where each team member is assessed based on five categories: contributing to the team, interacting with teammates, keeping the team on track, expecting quality, and possessing relevant knowledge, skills, and abilities. These categories are rated on a value scale of 0-5. In the course of the program, two critical incidents occurred, which served as important learning opportunities. Each incident, unique in its context and challenges, offered profound lessons on response, adaptation and responsibility.

The first incident revolves around my initial struggles as the Director of Innovation at IXOR, grappling with “imposter syndrome” and the challenge of aligning my expertise with the company's broader dynamics. Analyzing this is pivotal as it sheds light on the challenges faced by leaders in innovation-centric roles and emphasizes the importance of adaptability, interdisciplinary collaboration, and overcoming psychological barriers in modern professional settings.

The second incident evolved during the BiP simulation when I and my team were confronted with the challenging task of ESG Reporting to an investor. It's crucial to analyze this situation

because it provides insights into my personal leadership journey, highlighting the importance of self-awareness, effective communication and delegation in complex scenarios.

2.2 Incident 1: The Challenge of Role Adaptation as the Director of Innovation

2.2.1 Description and response

When I was assigned the role of Innovation Director at IXOR, my excitement was evident. Being honored with this responsibility felt like a validation of my previous efforts. This position, which offered me the chance to significantly influence and pioneer IXOR, seemed perfectly aligned with my academic preparation and passion for sustainable innovation. I have always had an affinity for environments that foster creativity and forward-thinking.

However, the beginning was anything but seamless. While I had learned to develop and implement innovative concepts in my studies, I quickly realized that I lacked deep insights into other business areas such as finance and marketing. In my new role, I felt a mismatch between my skills and the expectations the position placed on me. Instead of seeing myself as a driver of innovation, I felt constrained by the existing business strategy. This led to a feeling of insecurity and a sense of disconnections. It became clear to me that I needed to develop not only my knowledge but also my communication skills in order to effectively communicate my ideas. To overcome these barriers, I devoted myself to self-study, immersed myself in relevant literature and sought dialogue with experts. It became increasingly obvious that true innovation is often the result of collaborative efforts where different departments contribute their expertise. The interactive sessions during the BiP were particularly insightful in this regard. Through conversation and analysis, I dove deep into the Finance, Operations, Marketing and HR to find ways in which the innovation department could interact more seamlessly with them. Through this deep dive into the different aspects of the business, I developed a holistic vision that helped me better define and execute my role. This proactive approach strengthened my relationships with teammates and helped me leave my self-doubts behind. As my understanding and

confidence in my abilities increased, not only did the team dynamics improve, but so did my personal engagement and professional fulfillment.

2.2.2 Analysis and reflection

Innovation directors often find themselves at the interface between the new and the established. This position confronts them not only with the challenges of technological change and market demands but also with internal struggles (Leonard-Barton and Kraus 1985). To navigate such a dynamic landscape, they must go beyond their traditional skills and knowledge and take an integrative approach to address the challenges ahead. Kolligian and Sternberg (1991) emphasize the central role of **self-perception** in such contexts. One's own perceptions often lead to feelings of inadequacy, which can be exacerbated by interactions with other teams and departments. Immersion in new roles can trigger feelings of being overwhelmed, especially when one is expected to demonstrate one's abilities in different areas (Eruteya 2022). Such roles and expectations can weaken self-confidence and increase the fear of being affected by “**Imposter Syndrome**”. This syndrome frequently manifests in individuals who transition to new roles or positions and emerges when these individuals are faced with significant challenges, regardless of their evident qualifications (Kolligian and Sternberg 1991). Especially at the beginning, I dealt intensively with my self-perception and personally felt flooded with information. One of my diary entries from the 15th of June 2023 echoed this sentiment by expressing, "The gap between what I am familiar with and what is expected often seems insurmountable" (Figure 15). At the same time, I was afraid to reveal my insecurities in front of my team members. Yet, to my surprise, when the peer feedback came in during the “Team Dynamic Clinics”, these perceived vulnerabilities were largely undetected. In their eyes, my moments of self-doubt appeared briefly, if visible at all. Notably, under the criteria of "Expecting Quality," my self-evaluation was considerably harsher than the collective assessment of my peers (Figure 16). This divergence between self-perception and external

perception is not a novelty. Within corporate settings, it's not uncommon for individuals to judge themselves more stringently than their colleagues do. Factors like the Imposter Syndrome, where one feels a fraud despite substantial proof of their competence, can amplify such disparities (Bravata et al. 2019). Recognizing and addressing this gap is pivotal both for personal growth and the evolution of the team as a whole. The feedback from my colleagues, especially those who praised my preparation, was a great encouragement. It made me realize that there is often a gap between how we see ourselves and how others perceive us. This realization marked a turning point in my personal development during the BiP simulation. It highlighted the complicated relationship between expertise, confidence and interpersonal dynamics. The more difficult the challenge, the more stable the emotional framework should be. However, one of my colleagues openly said that I might have been more effective if I had familiarised myself with the different departments earlier (Figure 18). It was precisely this observation that made me realize that an innovative mindset is linked to a deep understanding of the diverse processes in a company.

Innovation goes beyond the mere generation of ideas. It also involves integrating into established corporate structures, which requires fluidity across different business units (de Jong, Marston, and Roth 2015). The hallmark of outstanding innovation leaders is their deep immersion into every facet of the business. The real art is to strike a balance between efficient task allocation and holistic knowledge acquisition. Still, one needs to understand these challenges in the broader organizational context. During the simulation, it became evident that our team flourished when engaged with both the overarching strategy and the unique intricacies of various departments. This insight transformed our group dynamics and deepened my comprehension. It underscored the importance of leading by example, rather than shifting responsibility or casting blame on others. Toegel and Barsoux (2016) point out that discrepancies in understanding and expectations often lead to conflicts in the team, which

underlines the importance of **interdisciplinary knowledge**. In this context, the innovation leader emerges as a "boundary crosser", integrating different departments and ways of thinking. Such a multi-faceted role requires both a profound understanding of the different disciplines and consistent self-reflection. Echoing these thoughts Kozlowski et al. (2006) emphasize that the most effective teams draw on the collective expertise of their members. When challenges arise, it is important to see them as opportunities for growth, reflecting the evolving nature of today's professional careers.

My time as Innovation Director at IXOR was a rollercoaster ride of ups and downs, challenges and discoveries. My research, and in particular the team-building activities and academic sessions, have provided me with valuable theoretical and pragmatic support on this journey. In the end, I realized that adapting to roles and working together across departments is not just a matter of skills, but embodies a mindset. Acceptance of newness, constant learning, adaptability and appreciation of individual perspectives make up this mindset. Coupled with the right composition of **emotional intelligence and expertise**, it is precisely this attitude that guarantees success in such key positions. Building bridges with other team members and departments can create synergies and foster innovative solutions. But in an ever-changing business landscape, this by itself is not enough. It is crucial to dedicate yourself to continuous learning. Equally central to professional success and personal growth is openness to feedback. An innovation director should regularly seek the advice and opinions of colleagues and supervisors to gain a clearer and more oriented perspective on one's professional path. Feedback mechanisms are indispensable tools to gain clarity, adapt and ultimately succeed. In retrospect, this incident highlights the importance of introspection, proactive learning and collaboration. While challenges are inevitable in any role, it is the response to these challenges that determines the growth path.

2.3 Incident 2: Time management and lack of structure in the group challenges

2.3.1 Description and response

During the simulation, my team and I were tasked with representing IXOR as a company in various challenges in front of different stakeholder groups. One of the most significant was the ESG Reporting to BlackPebble, a major investor in IXOR, holding shares valued at USD 1 billion. This task was not just about competently demonstrating our understanding of IXOR and its business activities, but also credibly and convincingly portraying the company's commitment to the ESG principles. BlackPebble evaluated its investment based on investor feedback on our sustainability measures. Depending on our performance, they would either maintain, reduce or withdraw their investment of USD 250 million. Such a decision would profoundly impact the overall shared value, significantly influencing the company's market position and performance. The challenge was to produce a seven-page ESG report outlining IXOR's strategies in the areas of resource, financial and people management, incorporating sustainability considerations to illustrate how ethics and sustainability inform the company's long-term vision. Having been fascinated by the topic of ESG reporting during my studies, I was eagerly looking forward to this challenge and took on the leading role from the outset. Driven by an initial wave of confidence, I took charge of the situation, optimistic about leading my team to a successful conclusion. However, as we delved deeper into the preparation process, the magnitude of the task dawned on me. The complexity and workload far exceeded my initial estimates. I struggled with the escalating demands of the challenge, as I not only had to understand the nuanced aspects of IXOR's activities, but also coordinate my team's efforts, a task that increasingly felt overwhelming. As the leader, it was my duty to clarify each member's role, ensure a collective understanding of our goals, and provide continuous guidance. But I hesitated. Faced with mounting pressure and the daunting task, I was compelled to change my approach. It was no longer feasible to take on most of the tasks myself; it became evident that I had to delegate tasks

to my team members and seek their assistance more proactively. However, this transition did not proceed smoothly. My shift from being the sole leader to a more delegative leadership style was abrupt and unfortunately not effectively communicated to my team. This sudden change, coupled with the pre-existing communication gaps, left my team members confused. The ensuing misunderstandings amplified the initial challenges we faced, making the ESG challenge even more demanding. The pressure of time constraints compounded our struggles. At some point, the weight of the challenge overwhelmed me. I felt isolated, wrestling with the demands of the task, and a whirlwind of emotions overcame me. My despair culminated in an uncharacteristic outburst where I raised my voice in frustration. The reactions around me were varied. Many in my team wanted to help, but did not know how to intervene properly. This confusion led to duplicated efforts, with some members working on the same task while others were left disoriented, not knowing what to do next. With the ticking clock gnawing at my nerves, I felt unable to continue mentoring anyone. Ultimately, I worked closely with only two team members to submit the report. The result was a report that fell far short of my expectations of a comprehensive ESG report. My dissatisfaction with the final product weighed heavily on me and was reflected in my diary entry on the day the report was submitted: "What a mess - if only I hadn't underestimated the task so much and had onboarded my team earlier. Then I'm sure my little mental breakdown wouldn't have happened. I was really embarrassed" (Figure 17). Although we managed to present the report to investors, our collective sense of disappointment was high. We were unable to secure the investment we had hoped for, which was a painful reminder of the journey we had just been on.

2.3.2 Analysis and reflection

The ESG reporting challenge was a haunting mirror of reality for me, reflecting the intricacies and hurdles of leadership and teamwork in the face of overwhelming tasks. Looking more closely at the incident through the lens of Yukl and Gardner's (2006) leadership research,

several key dynamics become apparent. Yukl and Gardner highlight the critical role of clear communication and effective delegation in the success of a team. In relation to this incident, certain deficiencies in these areas can be identified and analyzed.

Communication, as a critical component of successful teamwork, ensures the smooth transmission of information and facilitates understanding and alignment among team members. My hesitation to seek help and to reduce my workload indicates a communication problem. I now recognize that such a lack of open communication can significantly affect team performance by blocking information sharing and reducing problem-solving potential. The change in my leadership style came unexpectedly and without clear communication, which undoubtedly disrupted the established dynamic within my team. Leadership is not a rigid concept; it is a fluid process defined by influence, goal pursuit and navigating group dynamics (Northouse 2015). An abrupt change in this leadership direction, especially if not clearly communicated, can create an environment of uncertainty that leads to confusion and ultimately inefficiency. Such unexpected changes can undermine the fundamental trust relationship within a team, which is essential for consistent and harmonious team performance. I now recognize the importance of maintaining consistency in my leadership role and realize that it is crucial to proactively inform the team of any planned changes in my approach.

Delegation, as emphasized by Yukl and Gardner (2006), is much more than simply assigning tasks. It is about empowering team members and giving them a sense of shared responsibility. A lack of effective delegation and unclear role allocation may have adversely affected team outcomes. Carson, Tesluk, and Marrone (2007) support this view by highlighting how central delegation is in collective leadership and how strongly it can shape team performance.

Moreover, I realize that voicing your concerns or asking for help when faced with a challenge is not a sign of weakness, but rather an opportunity to harness the collective strength of the team. This was a missed opportunity during the simulation, as proactive communication about

my dwindling workload could have facilitated problem-solving and potentially improved the overall performance of the team (Elving 2005). For the future, I have set myself the goal of emphasizing clear delegation and proactive communication from the very beginning, so that roles and responsibilities within a project are clear.

In addition to technical skills and leadership, which played an important role in the challenge, understanding and managing one's emotions were equally important. Emotions, when uncontrolled, can cloud judgement, lead to hasty decisions and strain team relationships, especially in high-pressure situations. Driven by the reality of this challenge, I grappled with the nature of emotional intelligence and emphasized its profound importance for team dynamics. **Emotional intelligence**, as described by (Goleman 1995), refers to the ability to recognize, understand and control our own emotions while recognizing, understanding and influencing the emotions of others. Especially in the business world, where decisions can have far-reaching consequences, emotional control is paramount. When leading teams, the emotional tone set by a leader can either promote teamwork and trust or create discord and confusion. During the challenge of ESG reporting, I admit to occasionally getting carried away by the tide of emotion, possibly leading to hasty decisions or undue stress for my teammates. As I reflect on this, it becomes clear how important it is to cultivate emotional self-awareness and control, especially during stressful periods. As Elving (2005) noted, proactive communication can improve team performance; however, for this communication to be effective, one must be in a grounded emotional state. My experiences during the ESG reporting challenge in the BiP simulation reflect the nuances and complexities of real business challenges. Balancing enthusiasm with a realistic assessment of the tasks was not always easy, and I had to realize that the right approach often requires more than just zeal. With determination, I will bring these insights to all future projects and interactions to be more efficient.

2.4 Conclusion and review of learnings

The simulation clearly demonstrated the deep interconnection between business consulting, team dynamics management, and team leadership. My own emotional toolkit was pivotal in navigating the various challenges. It is noteworthy that, despite the ups and downs, my ability to manage conflicts and my optimism remained unshaken. Every setback became a turning point, an opportunity to learn from my mistakes and adjust my approach. There's an undeniable power in reflecting upon mistakes and using them as stepping stones. Enhancing my empathy proved to be a valuable learning outcome.

Through this journey, I also realized that emotional intelligence isn't static; it is something that grows and evolves with experiences. It became clear how crucial it is not only to understand one's own viewpoints but also the perspectives of other team members. This was especially important in an environment where diverse opinions and views collided. I also realized that the key to successful teamwork is establishing authentic and trusting relationships with my colleagues. This means taking the time to genuinely get to know each individual and lay a solid foundation for collaboration. In fact, such deep connections often lead to more enriched and productive collaborations.

The feedback from my peers was instrumental in shaping my understanding of my strengths and areas for improvement. Their candid observations and comments provided a mirror to my actions and behaviors, allowing me to refine my approaches and grow as a leader (Figure 18). Having a continuous feedback loop and a “post-project analysis” is of immense value (Johnson, Heimann, and O’Neill 2000). It not only facilitates personal and professional development but also nurtures an environment where everyone feels valued, safe, understood and motivated to achieve common goals. Through these experiences and learnings, I am confident in my preparedness to handle more complex challenges in the future and to lead teams with empathy, understanding, and effectiveness.

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Appendix

1 Abbreviations

List of Abbreviations	31
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2 Figures

Figure 1	SWOT Analysis	31
Figure 2	Porter's Five Forces	32
Figure 3	Business Model Canvas	32
Figure 4	Resource-based view	33
Figure 5	IXOR's alignment with SDGs	33
Figure 6	Strategy review discussion structure	34
Figure 7	Positioning Matrix	34
Figure 8	Overview of Product Portfolio (Q28)	35
Figure 9	KPI Overview Business Strategy IXOR	35
Figure 10	Dynamic Capabilities Framework	36
Figure 11	Three Horizons Model	36
Figure 12	Operations Performance Objectives	37
Figure 13	4Vs of Operations	37
Figure 14	Cross-functional model	38
Figure 15	Personal diary entry from June 15 th , 2023	39
Figure 16	Peer Assessment Evaluation Charlotte Meyer	39
Figure 17	Personal diary entry from June 28 th , 2023	40
Figure 18	Detailed feedback round of Team IXOR	40

3 Graphs

Graph 1	Development of Value Added	41
Graph 2	Development of sales divided by models	41
Graph 3	Cumulative E-Cars Sales	42
Graph 4	Development CO2 Penalty/Bonus	42
Graph 5	CO2 Fleet Emissions and Sustainability Rating	43
Graph 6	Development of Factory Utilization	43
Graph 7	Development DOI	44
Graph 8	Development ROS	44

1. Abbreviations

BiP	Business in Practice
COP21	Conference of the Parties 2021
DOI	Days of Inventory
ESG	Environmental, Social, and Governance
EV	Electric vehicle
FY	Fiscal year
HR	Human Resources
ROI	Return on Investment
ROS	Return on Sales
SDG	Sustainable Development Goals
SUV	Sports Utility Vehicle
USD	United States Dollar
Q	Quarter
E	Electric

2. Figures



Figure 1: SWOT Analysis (Schawel and Billing 2012) own illustration

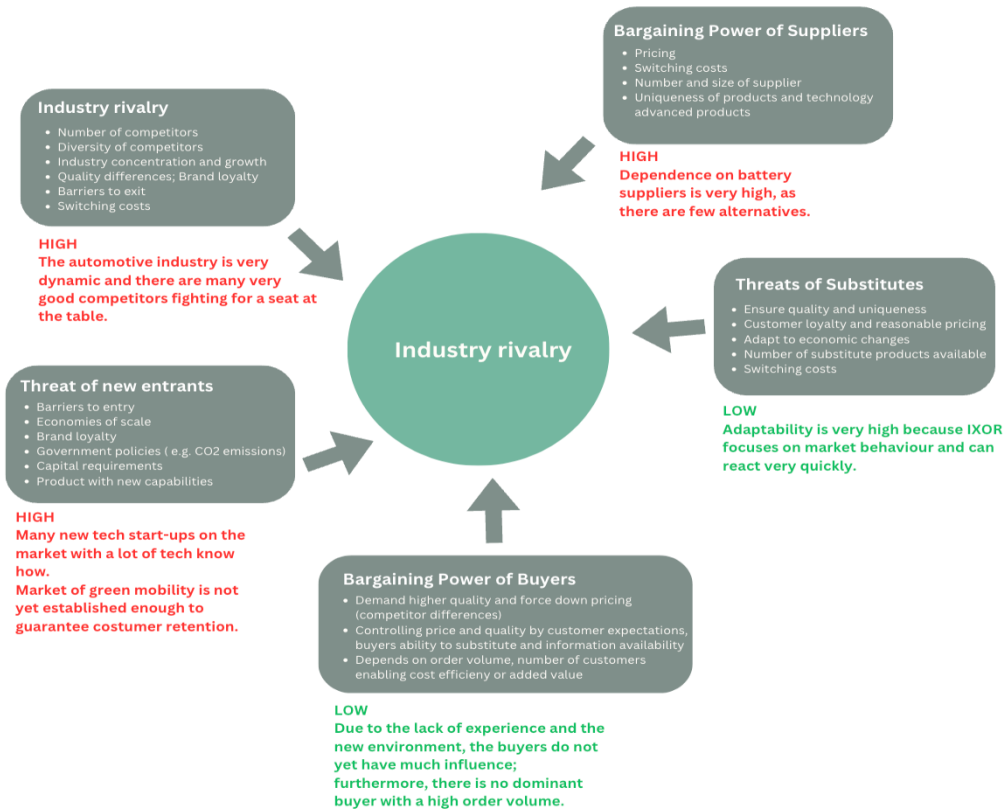


Figure 2: Porter's Five Forces Modell (Schawel and Billing 2012) own illustration

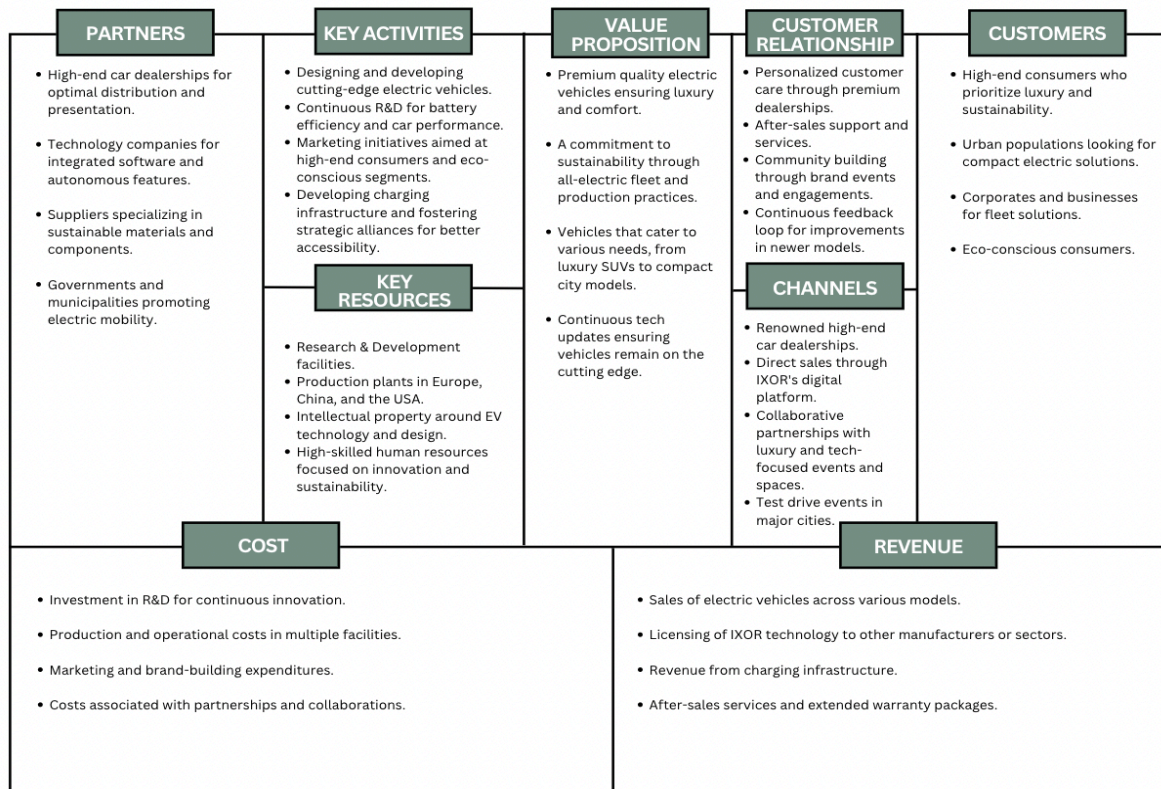


Figure 3: Business Model Canvas (Osterwalder 2013) own illustration

Category	Tangible Resources	Intangible Resources
Valuable	Production facilities	Design and technology expertise
	Strategic global locations	Brand reputation
Rare	Specific machinery used in production	In-house R&D capabilities
	Exclusive partnerships	Strategic alliances and partnerships
Inimitable	Proprietary manufacturing techniques	Unique company culture & core values
	Custom-built charging infrastructure	Brand origin and backstory
Organized	Integrated global supply chain	Efficient internal communication; Alignment of strategic goals with UN's Sustainable Development Goals (SDGs)
Competitive Advantage		

Figure 4: Resource based view (Barney 1991) own illustration

IXOR's alignment with SDG's		
Strategic Directions	SDG Goals	Actions & Initiatives
Accountable and Circular Value Chain	SDG 9 Innovation and Infrastructure Promote resilient infrastructure development, foster innovation, and support sustainable industrialization for a progressive society.	• Introduction of advanced manufacturing technologies to enhance efficiency and reduce resource consumption. • Investments in the development and expansion of electric and hydrogen vehicles.
	SDG 13 Climate Action Reduce the environmental, employee, and community impacts of our operations, as well as those of our suppliers and dealers.	• Pivoting from traditional combustion engines to low-emission and emission-free technologies. • Ongoing initiatives to optimize waste handling, and increase water-use efficiency.
Responsible Corporate Citizenship	SDG 3 Good Health and Well-being Generate shared benefits for the community to address societal challenges and enhance overall well-being.	• Ensuring a safe and healthy working environment. • Introduction of health monitoring programs and provision of safety equipment.
	SDG 4 Quality Education Equip our workforce with present and upcoming skills, empower them to realize their individual and career aspirations.	• Promoting employee education and development. • Offering internal training programs and partnering with external educational institutions.
	SDG 8 Decent Work and Econ. Growth Advocate for equitable employment opportunities, uphold labor rights, and drive sustainable economic and Inclusive growth	• Creation of quality job opportunities with fair conditions. • Implementation of labor standards and support for employee rights.

Figure 5: IXOR's alignment with SDGs (BMW Sustainability Report 2021)

Decision Structure for quarter — 45 minutes

15 min analyses each in quiet the data(for same area but also overall company).
Just between same area of managers discussions. Fill in the previous quarter Protocol. 5 minutes break included.

5 minutes for discussion and decision regarding our reaction to new information

25 minutes structured decision with discussion
(each 5min. Some more or less. Even If you prefile, quickly make a wrap up for the others)

Marketing
Innovation
Operations
HR
Finance

Figure 6: Strategy review discussion structure (derived from team notes during BiP)

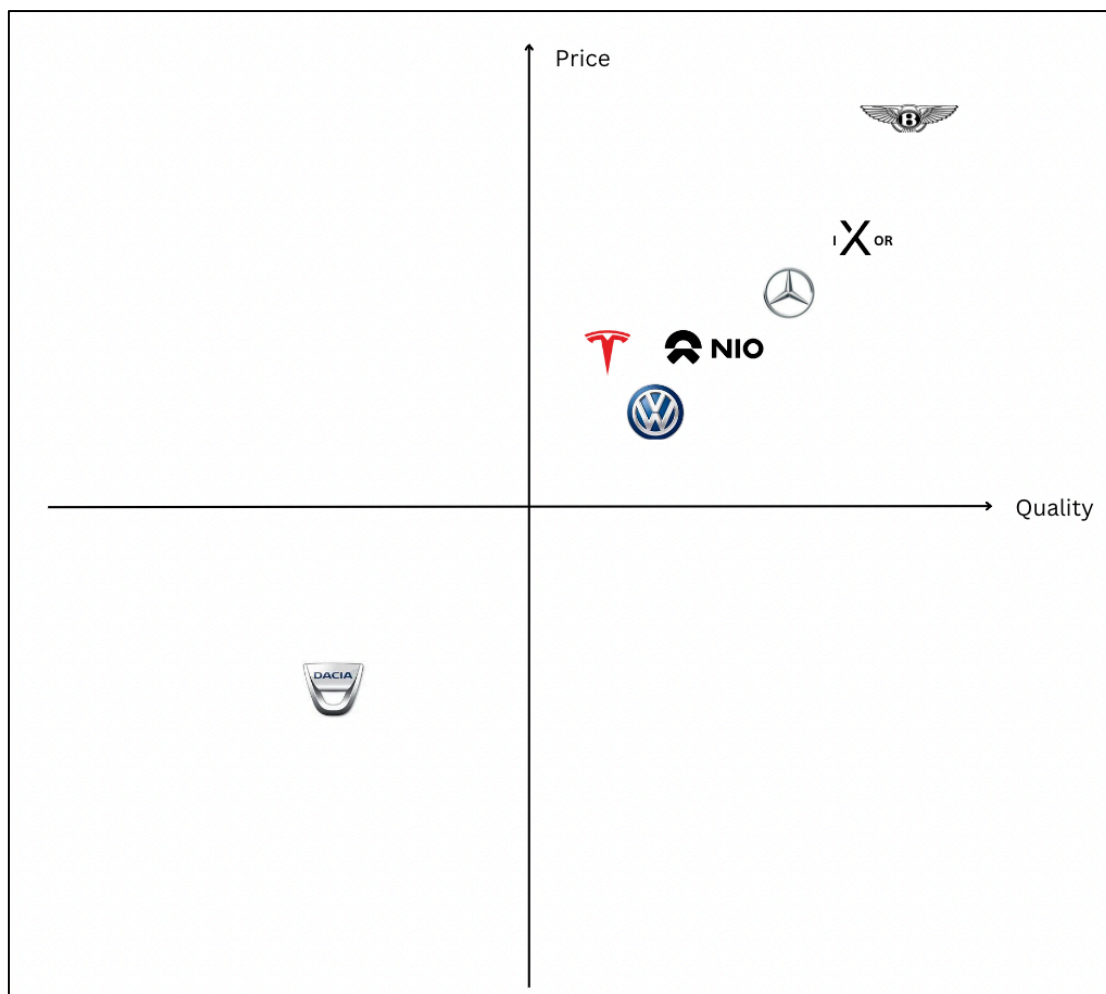


Figure 7: Positioning Matrix - own illustration

Product	Age	Emissions	DOI	Revenue	Sales Price	Market Share	Contribution Margin
 IXOR Compact E2	4 Quarters	0 g/mile	129 days +	\$1,313M +	\$39,002	6.4%	43.0%
 IXOR Air E2	6 Quarters	0 g/mile	30 days +	\$1,117M	\$61,389	5.4%	47.4%
 IXOR Biz E2	7 Quarters	0 g/mile	50 days +	\$1,290M +	\$47,131	6.3%	41.2%
 IXOR 4x4 E	8 Quarters	0 g/mile	30 days +	\$1,132M +	\$70,560	5.5%	45.4%
 IXOR Lux E	11 Quarters	0 g/mile	103 days +	\$1,413M +	\$85,555	6.9%	36.1%
 IXOR City Sprinter E	11 Quarters	0 g/mile	30 days +	\$870M +	\$25,102	4.2%	44.5% +

Figure 8: Overview of Product Portfolio Q28 (derived from BiP Simulation 2023 - IXOR)

Marketing	Innovation	Operations	Human Resources	Finance
Value Added				
Marketing Spend per unit sold	Cumulative E-Cars Units Sold	Sustainability rating	Employee Engagement	WACC
Marketing Spend by Revenue	Cumulative CO2 Penalty/ Bonus	Factory Utilization	Factory Staffing	EBIT Margin
Return on Sales	CO2 Fleet Emissions (g/mile)	DOI	Diversity	Free Cash Flow
Fleet Electrification	Investment Budget for Electrification	Contribution Margin,	Motivation	Interest Coverage
Customer Satisfaction	Investment Budget for Connectivity	Production Volume	Qualification	Debt Ratio
Fleet Age	Investment Budget for Autonomous Driving	Production Cost/Unit	Workload	Net Operating Profit
Sales		Material Cost/ Unit	Investment Budget for Sustainability Policy & Training	Net Assets
Market Share		Inventory Units	Management Skill Level	Return on Net Assets
		Staff Cost/ Unit	Management Salary	Return on Sales (ROS)

Figure 9: KPI Overview Business Strategy IXOR (derived from BiP Simulation 2023 – IXOR)

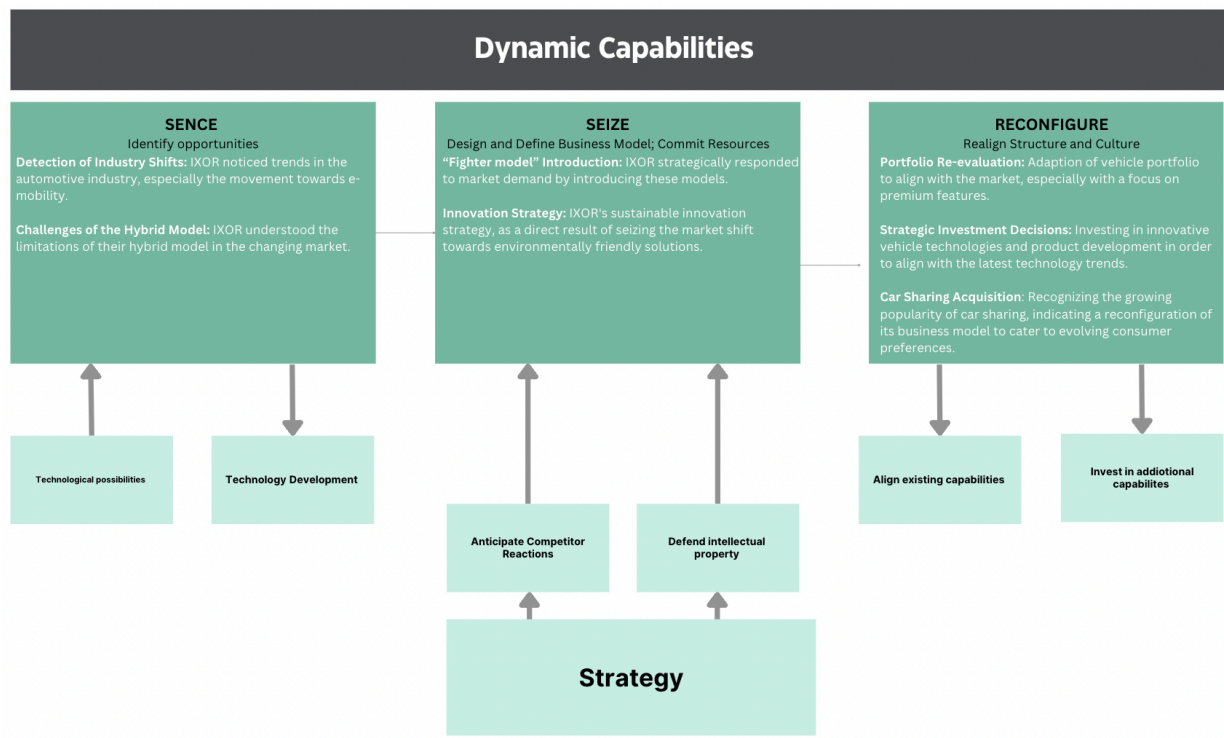


Figure 10: Dynamic Capabilities Framework (David Teece 2007) own illustration

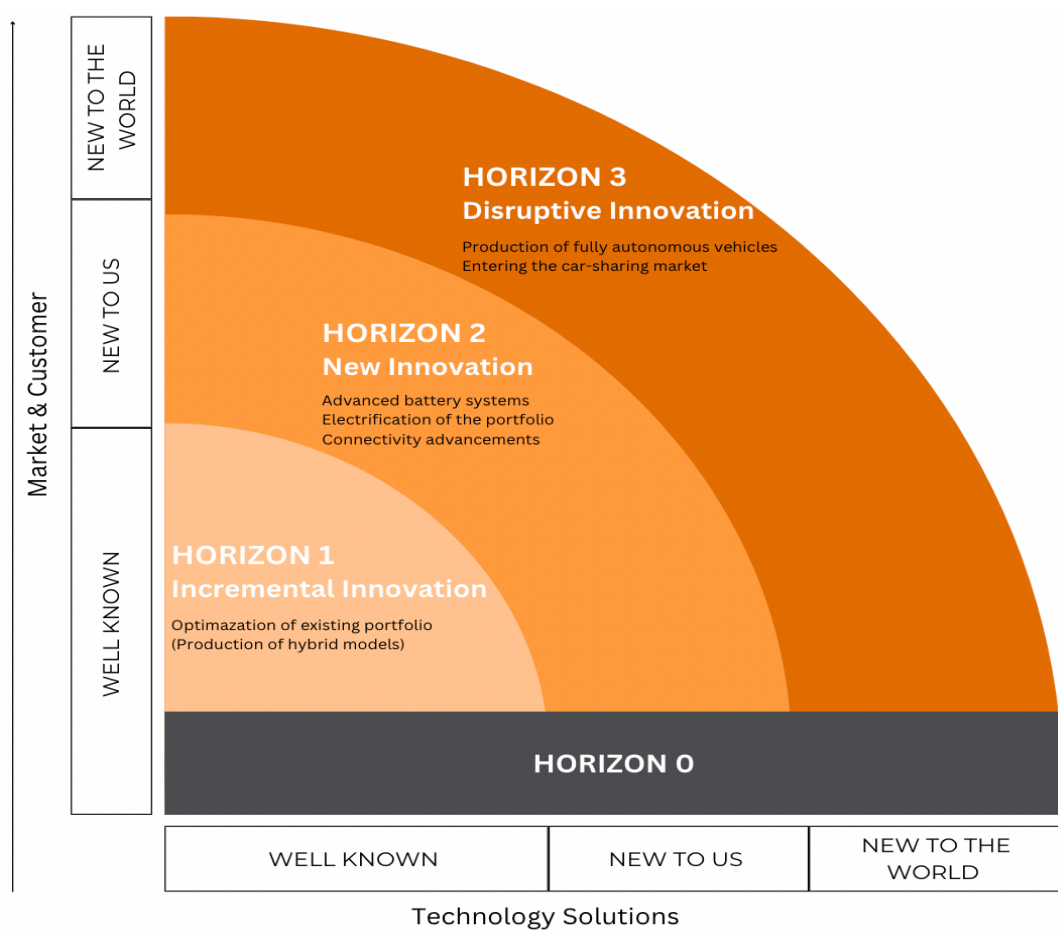


Figure 11: Three Horizons Model (Baghai, Coley, and White 1999) own illustration

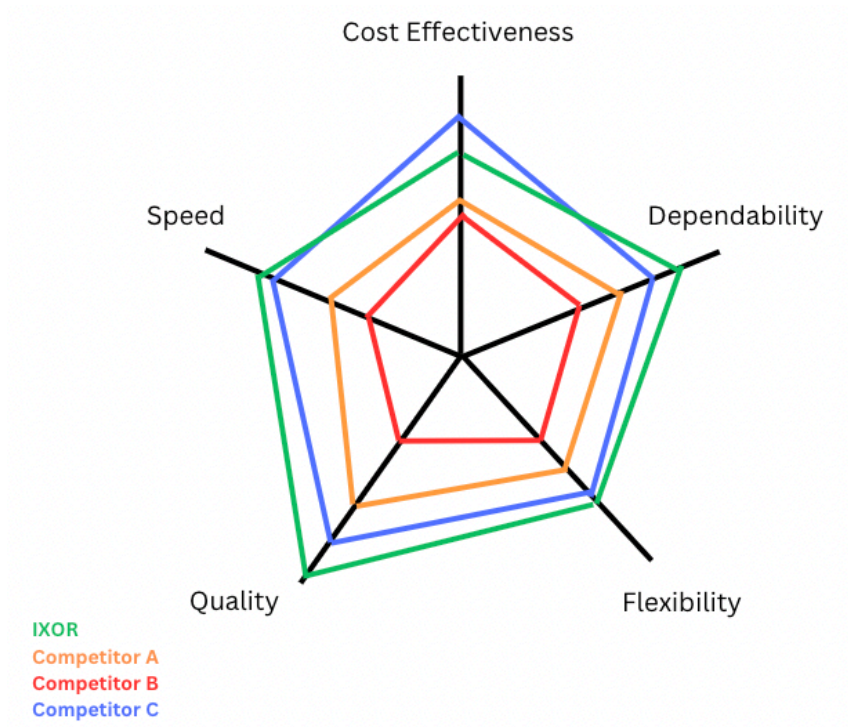


Figure 12: Operations Performance Objectives (Costa and Antunes 2023) own illustration

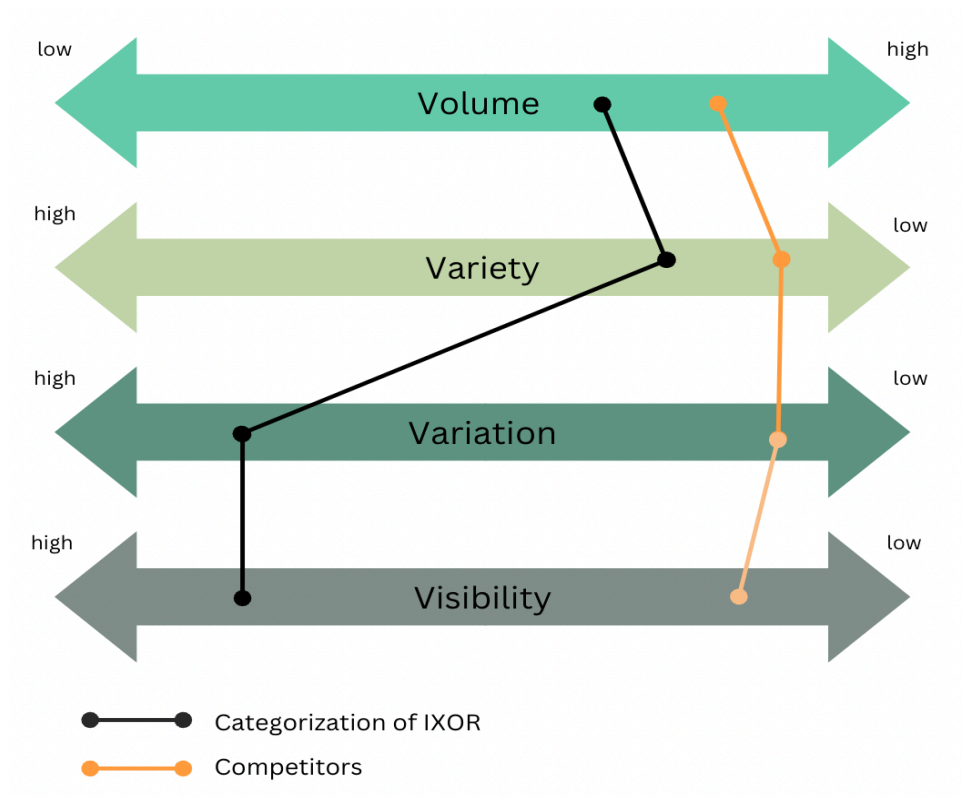
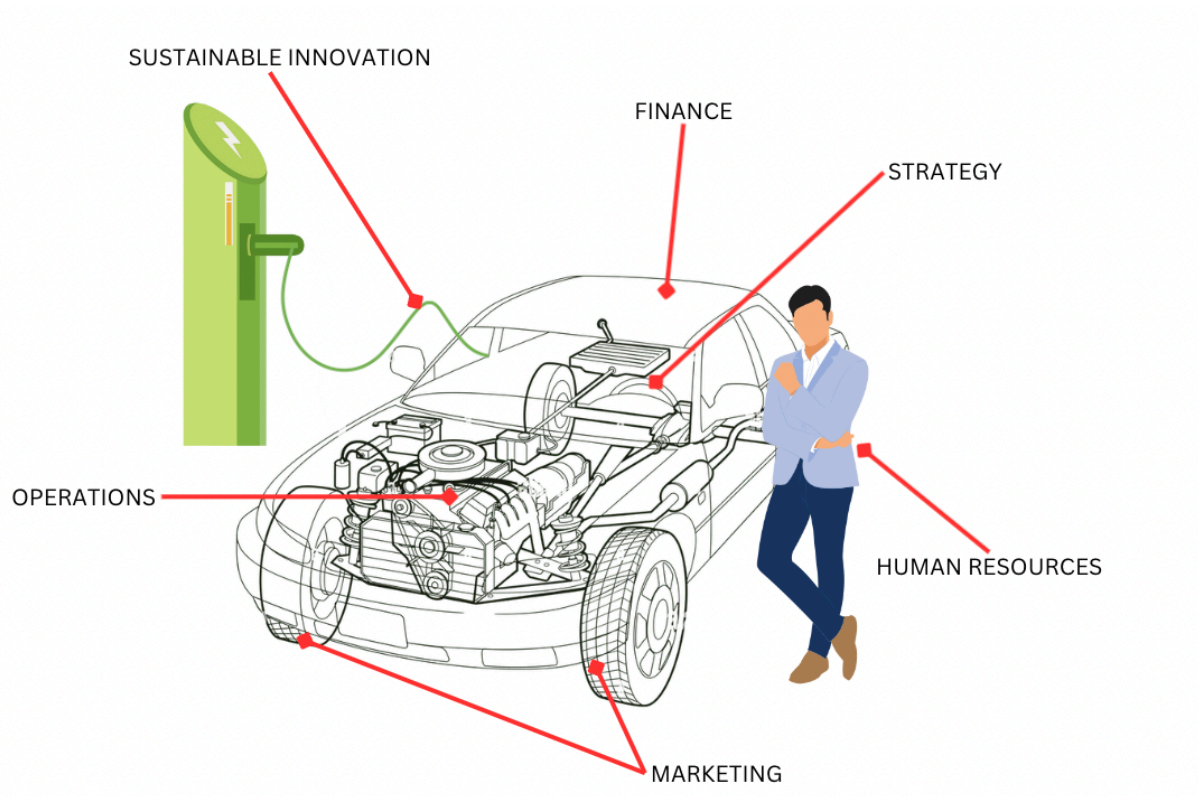


Figure 13: 4Vs of Operations (Costa and Antunes 2023) own illustration



Sustainable Innovation - Fuel:

Innovation is what drives a company and moves it forward. Without innovation, like a car without fuel, a company cannot move forward and compete in an ever-changing market environment.

Operations - Engine:

Operations is the heart of the company that makes everything happen. It converts 'innovation' (fuel) into measurable results and keeps all parts of the business running smoothly.

HR (Human Resources) - Driver: Employees, represented by HR, are the ones who "drive" the company. They steer and navigate the company through different landscapes and challenges. Without them, there would be no one to steer the car.

Strategy - Steering Wheel:

Strategy sets the direction. Just like a steering wheel in a car, it allows the company to change direction, adjust courses and ensure it stays on track.

Finance - Bodywork:

Finance protects and supports the business. Like the bodywork of a car, it protects the interior and gives structure and shape. Without a solid financial base, the company would be vulnerable to external shocks.

Marketing - Wheels:

Marketing enables the company to move forward and reach different "terrains" (market segments). Without functioning marketing, the company would be immobile, like a car without wheels.

Figure 14: Metaphoric cross-functional model - own idea and illustration

Diary entry

15 June 2023

Every new morning in this simulation brings a flood of emotions, and today was no exception. From the moment I woke up, I was riddled with self-doubt. I have often wondered if I am up to what lies ahead and if my perception of myself matches what others see of me.

There are times when I feel so overwhelmed, as if a huge wave of information is crashing over me and I can hardly breathe. I had hoped that with time I would be able to adapt to the dynamics of the simulation, but today it felt like I was constantly lagging behind. The gap between what I am familiar with and what is expected often seems insurmountable.

I often wonder if others feel the same way. Whether they also have those moments of insecurity, when they fear being exposed, not really knowing what they are doing. I wonder if it's normal to feel so lost, so often.

Tomorrow is a new day, and I hope that with each new morning comes new perspectives and insights. I will continue, reflect and hopefully grow.

Figure 15: Personal diary entry from 15th June, 2023

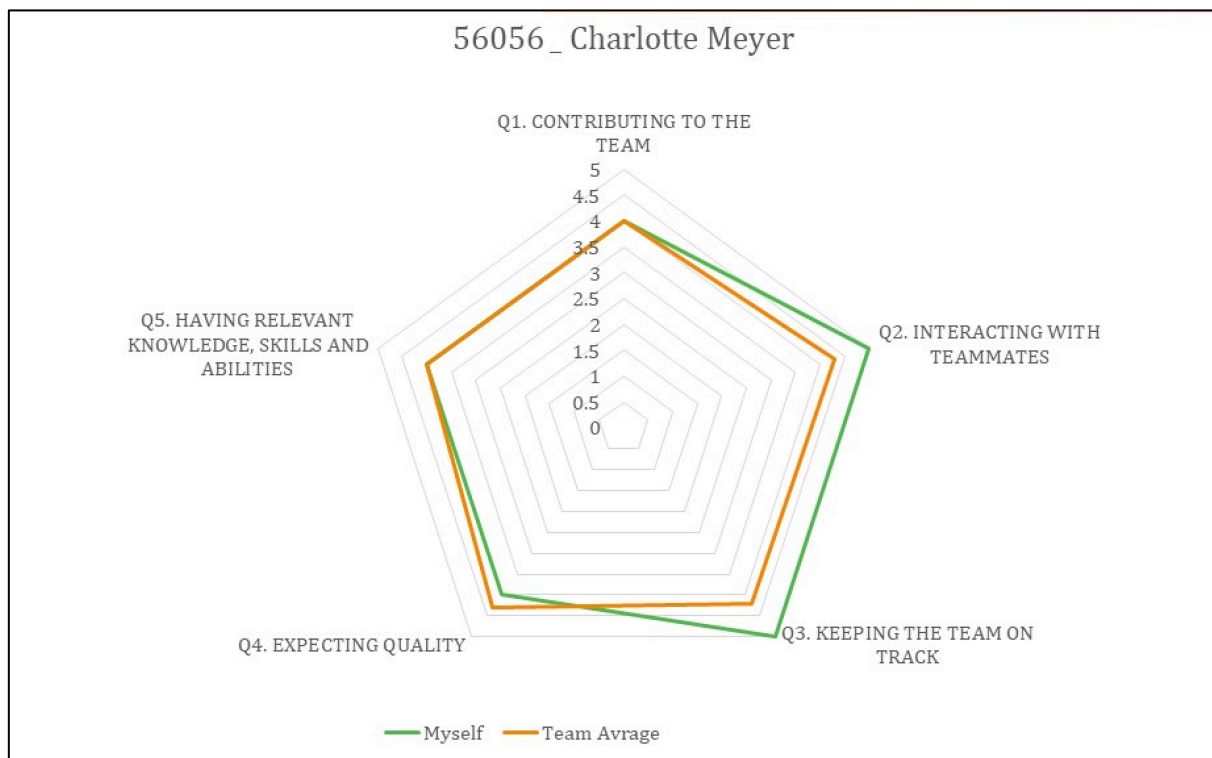


Figure 16: Peer assessment evaluation Charlotte Meyer

From/To	Member 1	Member 2	Member 3	Member 4	Member 5	Member 6
Charlotte	You did a great job in the Innovation department. I really enjoyed working with you. I appreciated your behaviour regarding all the departments to take decisions after thinking carefully about them.	As the green person, you are definitely the calmest among us, no matter how hard the discussion is, you always came out and calmed down the situation. You have always done good time management and wanted the discussions to stay relevant. You always expected high quality and that's also why you have always planned the investments in advance so you could make informed decisions. In my opinion, I can totally understand you why you got frustrated during the ESG, because you didn't want people to disrupt you, while you were focused on the structure related work.	Charlotte, you did a great job shopping for new sustainable investments. Always here for the team especially for all the design needs we had throughout the simulation. Always bringing joy to our meetings. You had a moment of anger which which was understandable. good planning also, you helped a lot when planning things for the team. in terms of knowledge, yes you had enough knowledge to help the team succeed and boost our company.	You have a very calm and kind spirit where you seem to really want the team to get along in our meetings. You have relevant skills and knowledge for your area, and wish to keep discussions relevant and move on to manage time. It did seem like you rather stayed out of discussions you were not to sure about, or if it didn't impact your department especially towards the end. Although you had a very important social role in the group, you could look into your reactions under pressure i.e., the ESG roleplay when you got frustrated with the people who played around, or in the finance challenge where we were pressed by time and split the team. Here you seemed a bit blunt or stressed when you asked the finance department which had a very difficult decision to go to another table	You were a high contributor to the team, always making sure that everything was in place and organized for the next simulation quarter. Making sure there were enough background checks for your decisions and ready to challenge any idea you didn't think was too valid. Socially our team was not too unite, but we all gave our hand to contribute to this. Interacting with teammates was a strong point of yours, as you are sociable and easy to talk to, you in fact were the "Mindfulness Manager". Always keeping the team on track, sometimes I have to say that your time management was very good, and you always wanted discussions to stay relevant, expecting very high quality from yourself and everyone else, this is due to your high relevant knowledge, skills and abilities.	Great character who can adapt to a variety of characters! As already feedbacked at the beginning, you have great potential to moderate and lead a group. But in order to use your full potential, you would have had to learn more about the simulation and the context. There are nice research papers on leadership that explain exactly the interplay of knowledge and social competence for a leader, which could be a good starting point for your reflection. Furthermore, you could write about how the lack of tasks in innovation in the last rounds has affected your motivation. I'm sure there are also interesting research papers that explain how you can best find your way around the company and find a new role for yourself instead of losing your drive. And as you already mentioned it could be very interesting for you to evaluate the situation around the ESG role play. But also try to include here a critical reflection your own communication and time management. It was difficult to follow and support you on that day since you first said you will take care and than more and more demanded help (what is totally fine-but it was difficult to see what you want-we should have maybe better work all together on it or split it up from the beginning)

Figure 17: Detailed feedback round of Team IXOR

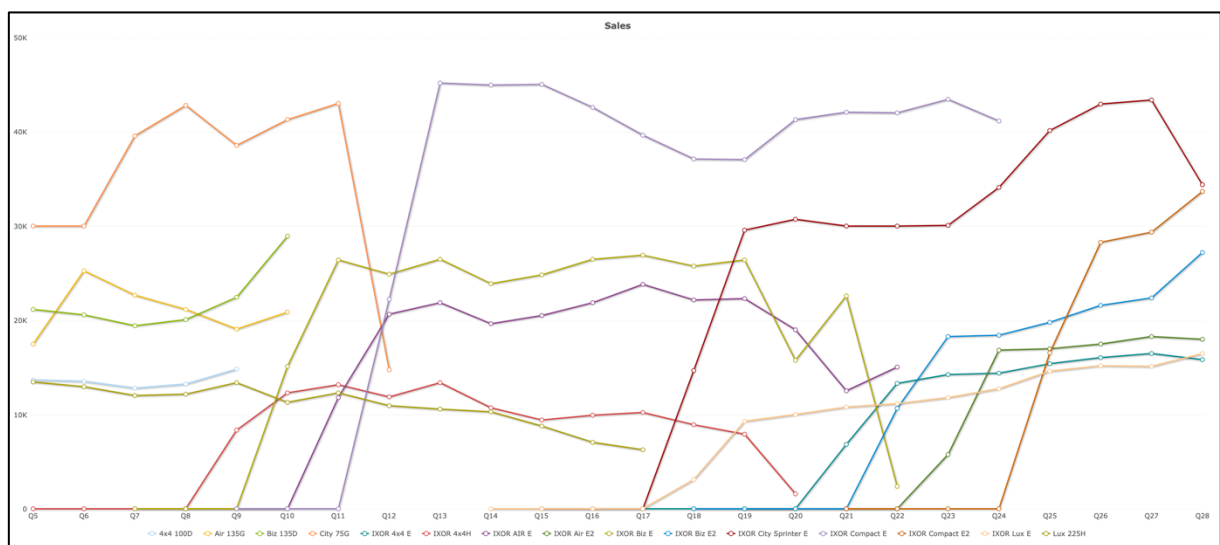
Diary entry 28 June 2023 Today was particularly stressful. We stood in front of BlackPebble hoping that our ESG report would secure their investment. In my enthusiasm to lead, I grossly misjudged both the scale of the challenge and my approach to leadership My abrupt shift from control to delegation threw the team into confusion. Our end product fell short of my expectations. What a mess - if only I hadn't underestimated the task so much and involved my team earlier. Then I'm sure my little nervous breakdown wouldn't have happened. I was really embarrassed. The possibility of losing BlackPebble's trust weighs heavily tonight and I'm really disappointed in myself. T While we can't change our past performance, the simulation isn't over. We might have faltered today, but our spirit remains undeterred. We'll continue to fight, learn, and grow till the very end. Onward and upward from here.
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Figure 18: Personal diary entry from 28th June, 2023

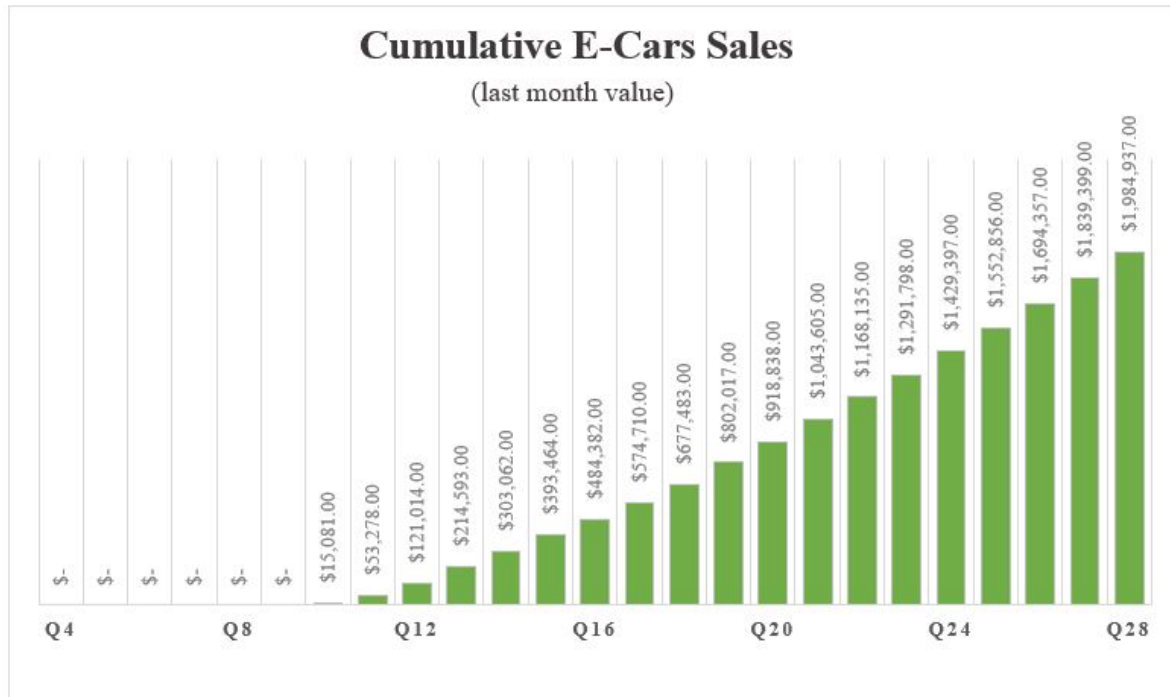
3. List of Graphs



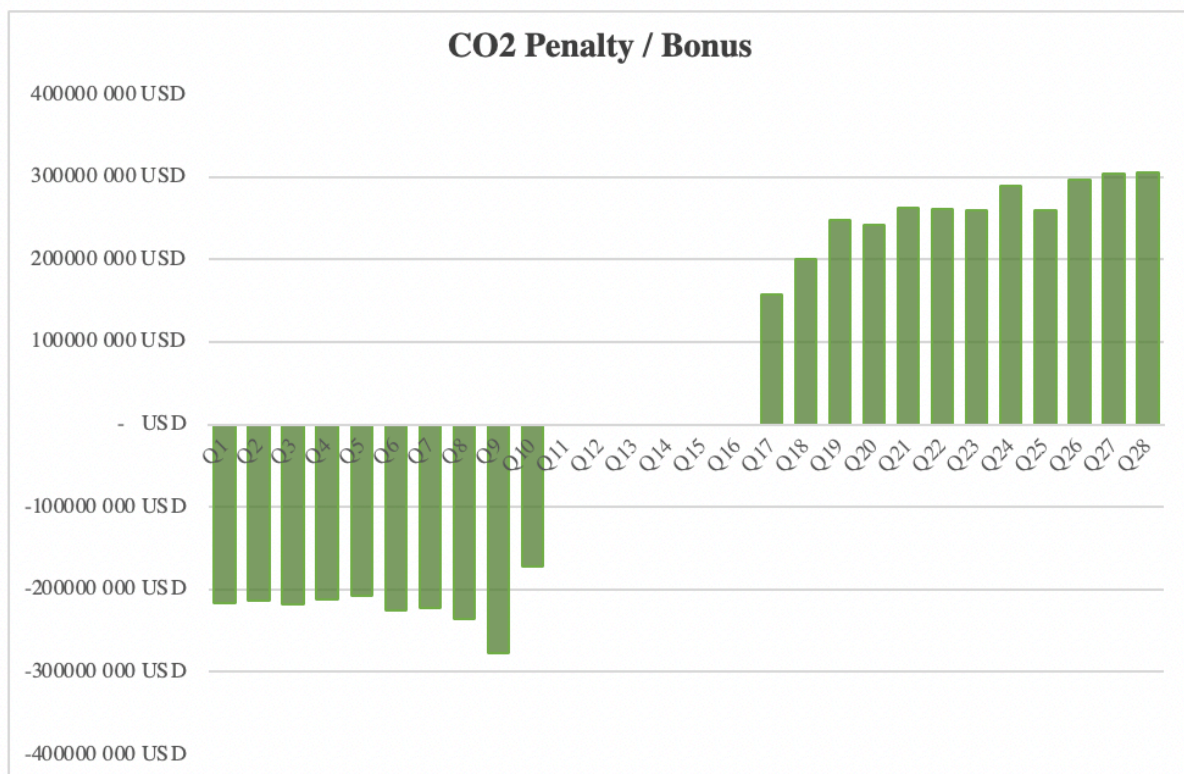
Graph 1: Development of Value Added (derived from BiP Simulation 2023 - IXOR)



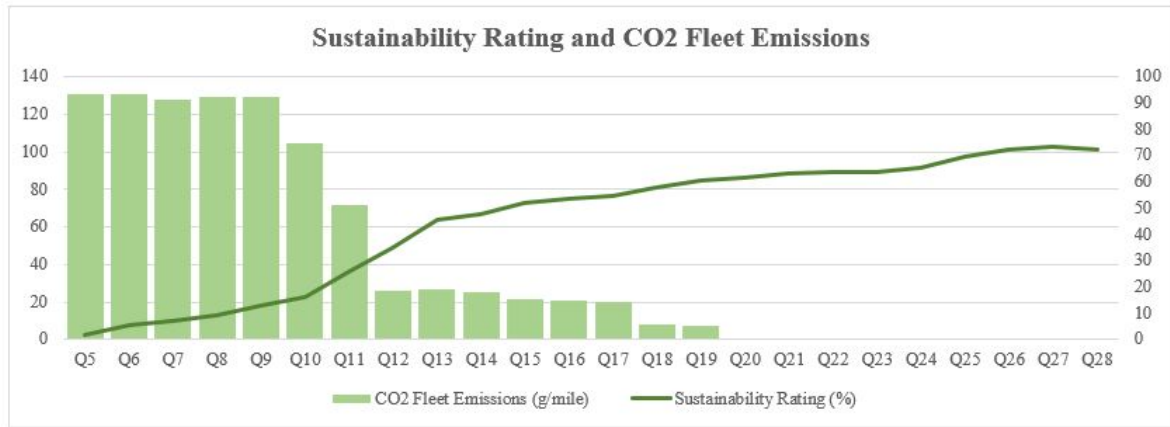
Graph 2: Development of sales divided by models (derived from BiP Simulation 2023 - IXOR)



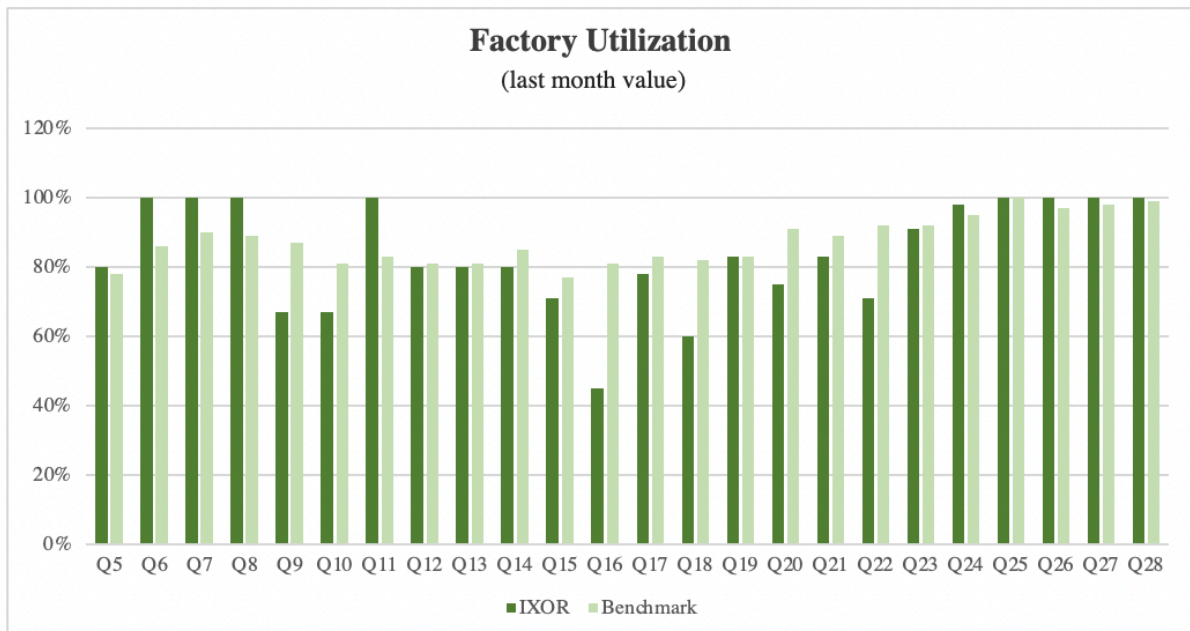
Graph 3: Cumulative E-Cars Sales (derived from BiP Simulation 2023 - IXOR)



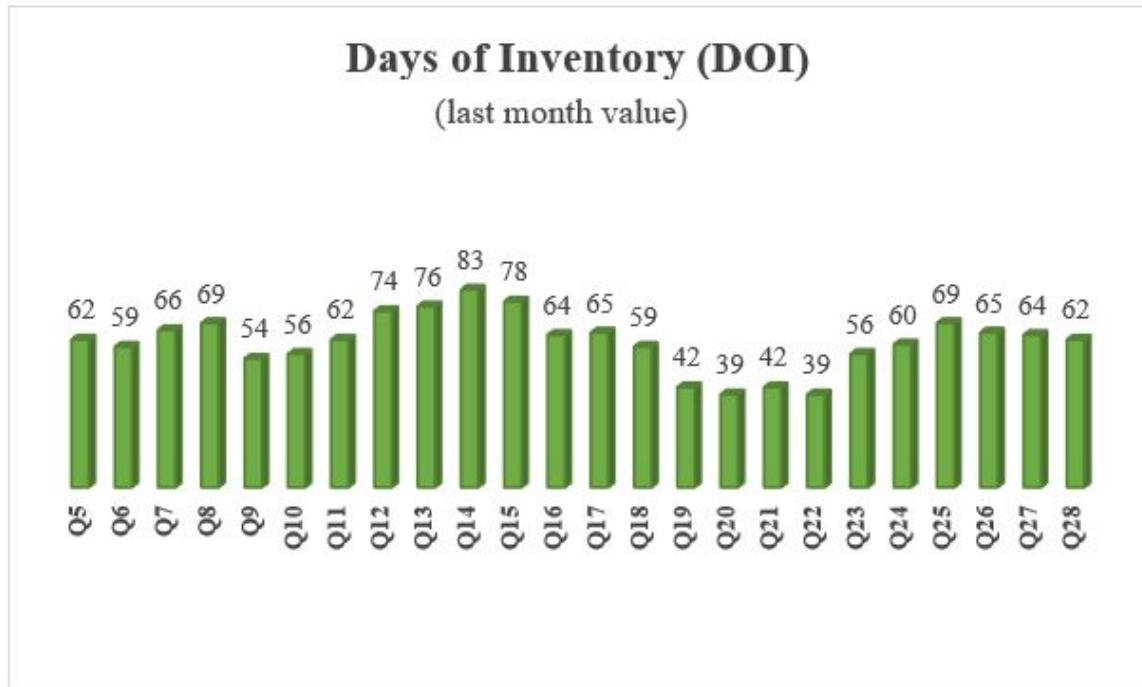
Graph 4: CO2 Penalty / Bonus (derived from BiP Simulation 2023 - IXOR)



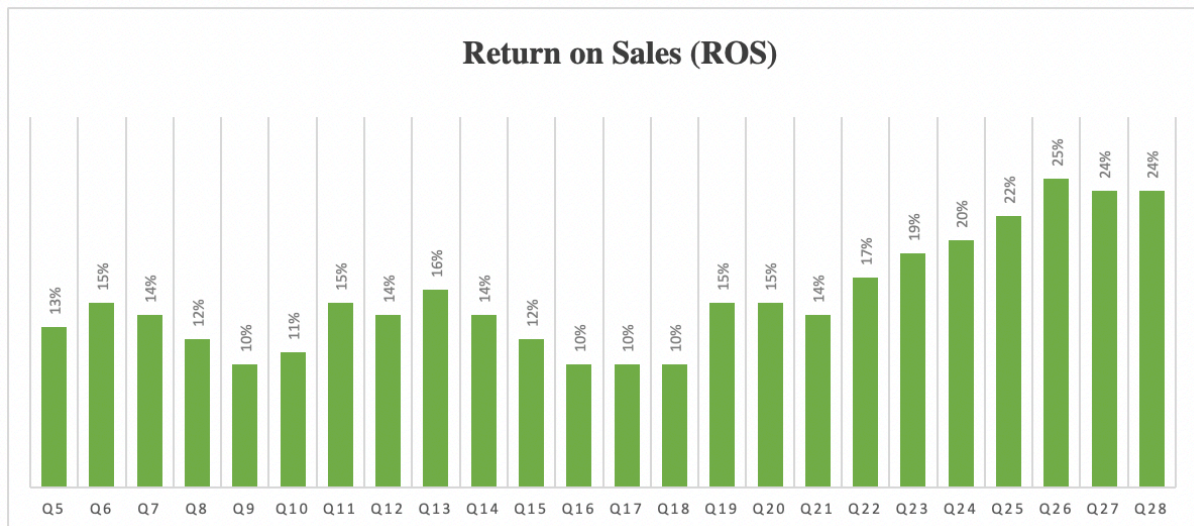
Graph 5: CO2 Fleet Emissions and Sustainability Rating (derived from BiP Simulation 2023 - IXOR)



Graph 6: Development of Factory Utilization (derived from BiP Simulation 2023 - IXOR)



Graph 7: Development DOI (derived from BiP Simulation 2023 - IXOR)



Graph 8: Development ROS (derived from BiP Simulation 2023 - IXOR)