

A Work Project, presented as part of the requirements for the Award of a Master's degree in Master in  
Management from the Nova School of Business and Economics.

**REFLECTIVE ANALYSIS OF LEAFTECH'S TRANSITION TO ELECTRIC MOBILITY  
AND ORGANIZATIONAL DYNAMICS**

**ELISA MARIE LAURA VAN OTRIVE (55741)**

Work project carried out under the supervision of:

Professor Sabina Zejnilovic

08/08/2023

## Abstract

This research explores the fascinating world of business simulations and how they help people acquire important skills for the workplace. Divided into two main parts, it first delves into an analysis of the performance of an automotive manufacturer, LeafTech, in a dynamic simulation environment. We closely scrutinize LeafTech's strategic decisions, innovative strategies, and operational efficiency, shedding light on their journey toward sustainability and electrification. The second part shifts the focus to personal insights drawn from critical incidents experienced within a team. This study emphasizes the importance of personal growth and having a good sense of strategy to succeed in a professional job.

## Keywords

Business Simulation, Electric Vehicles, Sustainability, Strategy, Innovation, Operations Management, Cross-functional Teams, Organizational Resilience, Carbon Emissions, Supply Chain Efficiency, Market Dynamics, Decision-making, Critical Incidents, Environmental Responsibility, Factory Utilization, Value Added, Competitive Advantage, Leadership Skills, Adaptability, Teamwork.

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

## COMPANY ANALYSIS

---

### 1. INTRODUCTION

---

In the "Business in Practice" program, we took charge of LeafTech, a dynamic car company. During the simulation, we were tasked with making strategic decisions over a span of six years, divided into quarters. From Quarter 15 onwards, we experienced an increase of 416% in the value added. At Quarter 15, the Value Added was \$664.6M, which impressively escalated to \$3,426.9M by the end of the simulation, in Quarter 28 (*see Appendix – Figure 2*). However, this remarkable growth was not without its challenges. Throughout the simulation, we encountered obstacles such as the loss of a customer during the client retention feedback, leading to a revenue loss of \$1,920M and a reduction in gross profit of \$768M. Additionally, changes in tariffs and new environmental regulations further added to the complexity of our decision-making process. The simulation proved to be highly interactive and enlightening, revealing the intricate interconnections between the various departments—Innovation, Marketing, Operations, Finance, and HR.

In this thesis, I will delve into the details of our strategy, which served as our guiding light throughout our decision-making journey. However, it became evident that rigidly adhering to our strategy was not always the optimal approach, and flexibility was key to overcoming certain challenges. Furthermore, I will explore the innovations made in the innovation department and the strategic investments in areas such as connectivity, autonomous driving, and electrification, which allowed us to offer cutting-edge vehicles, setting us apart from competitors. Lastly, I will scrutinize the operations department and its management of factory utilization, which proved to be challenging at times, leading to repercussions on the days of inventories.

Overall, this thesis aims to showcase the multifaceted nature of our decision-making process and the valuable lessons learned throughout our journey in the dynamic world of electric cars.

## 2. STRATEGY

---

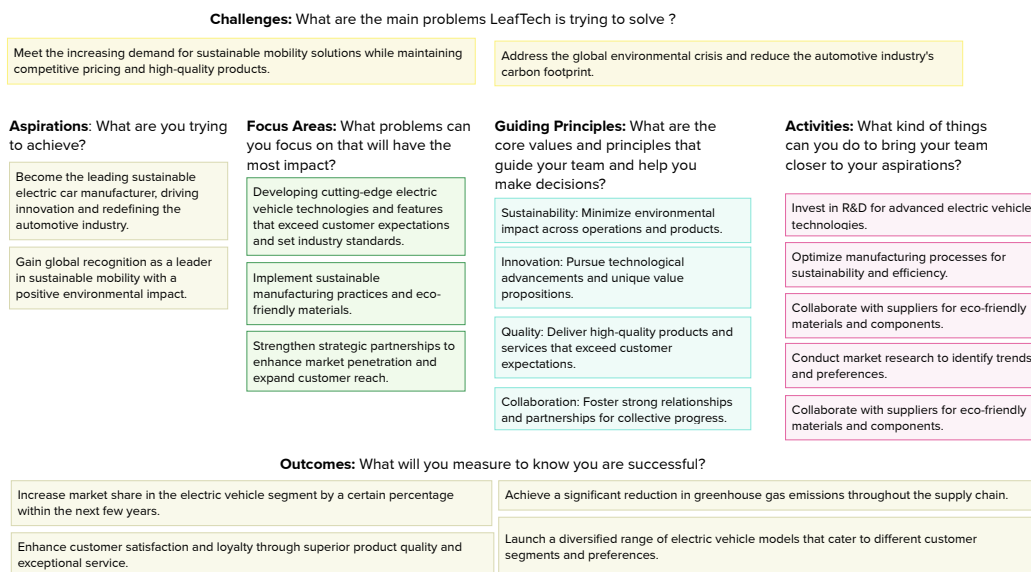
### *1.1 LeafTech's Strategic Journey*

In the dynamic and competitive business environment, developing a well-crafted strategy is crucial for organizations to gain a competitive advantage and achieve long-term success (Porter, 2023). This section explores LeafTech's strategic approach, focusing on the Blue Ocean Strategy framework, commitment to sustainability goals, differentiation strategies, and adaptation to external factors. We carefully crafted our approach to redefining the automotive industry landscape. We aimed to not only deliver innovative products and services but also be the most sustainable company in the market

### *1.2 Strategy Blueprint: Crafting LeafTech's Strategic Framework*

A well-defined strategy is essential for organizations to navigate challenges, seize opportunities, and create long-term value. For a comprehensive view of our strategy blueprint, please refer to Figure 1 provided below. It visually presents the key elements and guiding questions that shape our strategic approach. This blueprint served as a roadmap for our organization. The strategy blueprint draws upon established research in the field of strategy, combining insights from Henry Mintzberg's five Ps of strategy and Roger Martin and A.G. Lafley's five questions of strategy (Kalbach, 2016). Mintzberg's five Ps—Plan, Position, Perspective, Pattern, and Ploy—provide a comprehensive framework for understanding different aspects of strategy formulation (Cherp, Watt, and Vinichenko, 2007). Martin and Lafley's five questions—What is our winning aspiration? Where will we play? How will we win? What capabilities must we have? What management systems are required? —focus on strategic decision-making and execution (Lafley, Martin, and Riel, 2013). By intersecting these two frameworks, the strategy blueprint for LeafTech encompasses six common facets tailored to generating our strategy. It provides a structured approach to address key strategic elements.

**Figure 1. LeafTech Strategy Blueprint**



*(Source : personal elaboration)*

### *1.3 Blue Ocean: Redefining the Automotive Industry*

LeafTech’s strategy was deeply influenced by the principles of the Blue Ocean Strategy. The Blue Ocean Strategy provides an alternative approach to the competitive struggle faced by many automakers, offering a framework for avoiding direct competition and opening new market space (Kasparov, 2010). Ford’s Model T, introduced in 1908, is an example of a market-creating blue ocean strategic move that challenged the conventions of the automotive industry in the United States (Laird and Sherratt, 2010). It made the automobile accessible to the mass of the market. LeafTech recognized that to stand out from competitors, it needed to shift from the existing red ocean of intense competition and instead create a blue ocean by altering the boundaries of the industry (Kim and Mauborgne, 2004). While not creating an entirely new industry, LeafTech sought to differentiate itself by developing cars with high-value features and capabilities, offering customers a unique and compelling value proposition in the market.

### *1.4 Pioneering Sustainability: Creating Differentiation with Purpose*

LeafTech's long-term strategy revolved around becoming the most sustainable electric car manufacturer. LeafTech transitioned from diesel and gasoline vehicles to hybrid models and

fully electric vehicles. This commitment aligns with the principles outlined in the Paris Declaration on Electro-Mobility and Climate Change (COP 21, 2015). The declaration emphasized the urgent need to address climate change through sustainable transportation solutions. LeafTech actively incorporates the principles outlined in the declaration by embracing sustainability as a core value. LeafTech aimed to create a positive impact on the environment while meeting the growing demand for eco-friendly transportation options. Our commitment to creating a positive impact on the environment and society is evident through key elements that highlight how we embrace sustainability in our strategy (*see Appendix - Figure*).

### *1.5 Adapting to External Factors: Embracing Change*

As a company, LeafTech recognized the importance of having a well-defined strategy as a guiding framework for our operations. However, we also understood the need to be adaptable and flexible in the face of external factors and market dynamics.

During the business simulation, LeafTech encountered various external factors that necessitated adaptation and strategic decision-making. One such factor was changing trade tariffs between China and the USA. LeafTech carefully considered these tariffs when determining the optimal production locations for its vehicles. Cars with a significant sales volume in Asia, for instance, were produced in China to mitigate the impact of tariffs. Furthermore, the CO2 scandal and evolving consumer needs presented additional external challenges. Sales of diesel engine cars were expected to decrease by 20% due to the scandal. Although LeafTech had already planned to discontinue diesel cars, this development underscored the importance of its sustainability-focused strategy.

However, amidst our dedication to adhering to the strategy, we encountered a significant challenge when launching our first luxury electric car. Despite aligning with our sustainability

goals, this car did not perform as expected, resulting in unfavorable outcomes. This experience served as a stark reminder that being overly rigid in following our strategy could lead to suboptimal decisions. The details and insights surrounding this challenge related to the luxury car will be elaborated further in the innovation part.

These experiences highlighted the importance of a well-defined strategy and the flexibility to respond to market dynamics for long-term success in the industry.

### *3. INNOVATION*

---

#### *2.1 Introduction*

In the dynamic and competitive automotive industry, innovation is paramount for companies to stay ahead of the curve and thrive (Azmat et al., 2016). Innovation is a critical aspect of strategic management, as companies must continuously adapt and introduce new products or processes. (David and David, 2012). This section explores LeafTech's innovation department, analyzing its strategic approach, investment decisions, and the impact on the company's growth and market positioning. The detailed specifications and features of our car fleet, including each model's name and distinct characteristics, can be found in *Figure 4* in the appendix.

#### *2.2 Setting the Stage: Investing in Innovation*

The innovation department at LeafTech had a crucial role in designing and launching new cars that aligned with the company's strategic goals. By carefully determining the optimal mix of features, LeafTech aimed to deliver exceptional value to customers while ensuring maximum returns for the company. The department's responsibilities also included assessing and investing in e-mobility options, such as autonomous driving, connectivity, and electrification, to capitalize on emerging trends and technology advancements. LeafTech recognized the

significance of digitalization and proactively integrated advanced digital technologies into its product development process.

LeafTech's adoption of digital technologies has allowed the innovation department to enhance its ability to deliver innovative solutions that meet evolving customer demands. (Van Kuiken, 2022). With a focus on autonomous driving, connectivity, and electrification, the department assessed and invested in e-mobility options, capitalizing on emerging trends and technological advancements. The commitment to digitalization has allowed LeafTech to stay at the forefront of innovation in the automotive sector and deliver cutting-edge solutions. This aligns with the principles of our Blue Ocean Strategy, as LeafTech aimed to tap into unexplored market spaces by delivering superior value through innovation. Successful companies often fail to innovate disruptively because they are too focused on satisfying the needs of their existing customers, leaving them vulnerable to new and unexpected competitors (Christensen, 1997). Rather than falling into this common pitfall, LeafTech's approach prioritizes tapping into new markets, fostering a proactive stance to anticipate and address emerging customer demands.

## ***2.3 Seizing New Opportunities in Electrification, Connectivity, and Autonomous Driving***

### ***2.3.1 Introduction to LeafTech's Strategic Investment***

LeafTech strategically pursued investments in electrification, connectivity, and autonomous driving, seizing new opportunities and shaping the future of mobility. The comprehensive plan of these investments can be found in *Figure 5* in the appendix.

### ***2.3.2 Electrification: Seizing the Moment***

Recognizing the increasing customer demand for sustainable transportation, LeafTech saw an opportunity to tap into a segment with limited competition. When investments in electrification became available, LeafTech swiftly capitalized on the moment by introducing its first electric car, the Micro 12E. By investing in electrification at the earliest opportunity,

LeafTech demonstrated its unwavering commitment to its blue ocean strategy, carving a unique space in the market.

### *2.3.3 Connectivity: Enhancing the Driving Experience*

LeafTech understood the growing significance of connectivity in the automotive industry and recognized the need to enhance the driving experience through advanced connectivity technologies (Rahim et al., 2021). Strategic investments were made in connectivity features, including infotainment services and cross-platform capabilities. By seamlessly integrating these features into its cars, LeafTech aimed to provide customers with a truly immersive and connected driving experience. The synchronized launch of connectivity investments alongside electrification further bolstered LeafTech market position, offering customers a comprehensive package of advanced features and cutting-edge technology.

### *2.3.4 Autonomous Driving: Shaping the Future of Mobility*

Understanding the potential of autonomous features in enhancing safety, convenience, and efficiency, LeafTech invested in autonomous driving technologies. Although these investments were implemented slightly later in the simulation, LeafTech's agility and adaptability allowed for the seamless incorporation of autonomous features into multiple car models.

## *2.4 Balancing Strategy and Adaptation: Lessons from LeafTech's Innovation Journey*

In the pursuit of long-term success, organizations face the challenge of finding a delicate balance between adhering to a strategic plan and adapting to changing market dynamics. We revolved around a core principle: **the discontinuation of existing high-emitting car models to make way for improved versions aligned with sustainability goals.** For instance, if we decided to discontinue a high-emitting luxury car, we needed to launch an electric luxury car.

During the early stages of the simulation, prior to accessing electrification technology, we encountered a critical decision regarding emissions reduction. As part of our sustainable strategy, we opted to discontinue production of the Convertible Air 135G, which exhibited significantly higher CO2 emissions of 142 g/mile compared to its hybrid counterpart. To replace this Gasoline car, we introduced the Convertible 94 Hybrid which boasts a substantially lower emissions rate of 94 g/mile. We continued to prioritize sustainability by launching City84 H, another hybrid model. Our luxury hybrid car was already in production at the simulation's onset. These three hybrid models were the only hybrid cars we had during the simulation. From that point forward, we exclusively focused on electric car models, ensuring their CO2 emissions remained at an eco-friendly 0 g/mile.

An issue arose when LeafTech decided to discontinue its luxury hybrid car due to high emissions, leading to a critical decision-making moment. Following our core principle, LeafTech launched a luxury electric car to replace the discontinued model. However, the marketing department, after analyzing the competition and market dynamics, expressed concerns about the viability of this launch. Despite these reservations, LeafTech proceeded with the launch, driven by a commitment to adhering strictly to its strategic plan.

Upon further analysis, it became evident that launching the luxury electric car might not have been the best decision. The car's performance and market reception fell short of expectations, validating the concerns raised by the marketing team. The performance and market reception of the car will be thoroughly examined and analyzed in the next section, which focuses on the operations department. This served as a valuable lesson. While a well-crafted strategy provides a roadmap, organizations must remain open to feedback and market dynamics to make informed decisions.

In conclusion, LeafTech's innovation journey underscores the significance of finding the right balance between adaptability and strategy. By incorporating adaptability into their strategy, organizations can navigate uncertainties, optimize performance, and achieve sustainable success.

### ***2.5 Collaboration with Operations and Marketing: From Concept to Production***

LeafTech's innovation department played a vital role in collaborating with the operations team to seamlessly integrate new models into the existing production lines. This close partnership ensured that the necessary infrastructure and resources were in place to support the timely launch of each new car. Close alignment between marketing and manufacturing functions enhances product development and launch processes (Hausman, Montgomery, and Roth, 2002). The innovation department also had to closely engage with the marketing team to assess the potential of each new car model. By gathering insights from market research and customer feedback, LeafTech identified high-potential models that showed promising market demand. The innovation team then collaborated with the operations team to ensure that production lines were prepared to accommodate the anticipated volume and meet customer expectations.

LeafTech adhered to a strategic approach that prioritized investing in new cars only when the necessary production lines were ready. This approach ensured a smooth and efficient manufacturing process. In cases where a car demonstrated exceptional market potential, LeafTech took proactive measures to allocate additional production lines to meet the expected demand, allowing for a rapid and scalable response. A notable example was the launch of the Micro 12E, LeafTech's first electric car. Recognizing the high demand, the operations and innovation departments collaborated to strategically place production lines in China, where multiple production lines were available. This decision enabled LeafTech to efficiently scale

up production and meet the strong demand for the Micro Model. In Q19, three production lines were dedicated to the Micro Model, resulting in the production of 45,000 units, all of which were successfully sold. Conversely, the luxury electric car, with lower anticipated demand, required only one production line, strategically placed in a country where available capacity sufficed. We placed the production of this luxury car in the US. These strategic production line allocations ensured efficient production, customer satisfaction, and scalable growth.

Moreover, to ensure the success of the launch of our new cars, LeafTech also sought insights from the marketing department. By conducting thorough market research and analyzing customer feedback, the marketing department provided crucial insights about the competition, allowing LeafTech to differentiate itself from rivals and maintain its unique position in the market. If our marketing director identified a segment with low competition but strong demand, LeafTech strategically launched a model in that space to meet customer needs. Then, they ensured that the new models offered features that set them apart from competitors. For example, if the existing luxury cars in the market had limited range, Autonomous Level I, and Connectivity Level I, LeafTech would leverage its innovative capabilities to introduce a luxury car with an extended range, advanced Autonomous Level III capabilities, and superior Connectivity Level III features. By consistently delivering differentiated and superior products, LeafTech remained true to its blue ocean strategy.

### ***2.6 Driving Sustainability: Innovation's Role in Reducing CO2 Penalties***

Innovation played a pivotal role in LeafTech's efforts to reduce CO2 penalties. By investing in new technologies and sustainable solutions, LeafTech was able to develop and launch a range of electric and hybrid vehicles. These innovative models helped to significantly lower the overall emissions of the company's fleet, thereby reducing CO2 penalties, and aligning with its sustainability goals (*see Appendix - Figures 6, 7, and 8*). Through its commitment to innovation,

LeafTech not only achieved environmental benefits but also gained a competitive advantage in the market by offering eco-friendly transportation options.

#### *4. OPERATIONS*

---

##### *3.1 Unveiling LeafTech's Operational Dynamics: A Glimpse into the Operations Department*

Starting the LeafTech Business in Practice (BiP) simulation was like starting a complex journey. In this simulation, I played a crucial role as the Director of Operations, alongside a collaborative teammate. We had the responsibility of orchestrating LeafTech's operational strategies within the competitive automotive industry. My mandate encompassed a range of strategic decisions, ranging from optimizing the commencement and geographical allocation of new production lines to judiciously enhancing economies of scale through tactful distribution of vehicle lines across our global facilities. Because aligning our strategic goals with operational functions boosts the overall resilience of the business, we always made a concerted effort to stick closely to our strategy (Annarelli & Nonino, 2016).

##### *3.2 Supporting the environment*

Sustainability drove agile strategies for better operational outcomes (El-Khalil & Mezher, 2020). We actively worked to reduce carbon emissions through strategic investments. These investments were integral to our operations, ensuring both financial success and environmental responsibility. Among these investments were our initiatives in adopting eco-friendly practices within our operational domain, embracing waste reduction, and optimizing water usage. This resonated with the Sustainable Development Goals (SDGs) 6 and 12 (*see Appendix – Figure 9*). Moreover, our investments in Scope 2 Resource Management were strategically designed to address the challenge of indirect emissions linked to energy procurement, a reflection of our alignment with SDGs 7 and 12 (*see Appendix – Figure 9*). We also directed our investments towards curbing Scope 3 emissions across our value chain, underscoring our holistic commitment to sustainability. Comprehensive insights into these investments and their

consequential carbon emissions reductions across Scopes 1, 2, and 3 are shown in the thesis's appendix in *Figures 6, 7, and 8*.

### *3.3 Tackling the Challenge of Factory Utilization*

#### *3.3.1 Introduction*

One of the hurdles we faced was ensuring our factory was used effectively, striving to maintain a utilization rate of 100%. However, this often became complicated due to how we managed our stock. Unfortunately, there were times when our inventory stayed too high, disrupting our planned operational rhythm. For the analysis of this matter, I decided to focus on electric cars. I picked three models to study more closely: The Micro OE, the Lux 34E, and the City L23E. The data used in the analysis below can be found in *Figure 10* in the appendix.

#### *3.3.2 City L23E: Changing Days*

We encountered a situation where our production of our City L23E exceeded what we could sell, leading to surplus stock. In Quarter 19, our plan was to produce 30,000 units for this model. This decision was based on allocating it to two production lines, each capable of producing 15,000 units. Yet, a hiccup emerged because our inventory had already grown considerably - 54,005 units in Q18 and 42,776 units in Q19. This exceeded our warehouse capacity of 40,000 units, leading us to reevaluate our production strategy. Due to this situation, we couldn't proceed with the planned 30,000 units of production. Our production was only 14,980 units even though we placed the production of this car in two production lines. Despite this, we managed to sell 26,209 units thanks to the high stock levels that we accumulated. However, this led to a factory utilization rate of 50%, far from our goal of 100%. Despite this challenge, we decided to maintain the same production level. The Marketing Director's analysis of the car's market demand was reassuring; we could count on stable sales. This strategic decision aimed to align production with actual market demand and make the best use of our resources.

### *3.3.3 Lux34E: A Balance Challenge*

Our luxury electric car, the Lux 34E, posed challenges throughout the simulation due to consistently high days of inventory. We allocated this car to a single production line, leading to a production of 15,000 units. However, our inventory units were substantial, which hindered our production target and led to a factory utilization rate lower than our goal of 100%. This trend continued from Q18 to Q22, where production and sales hovered around 10,000 units each quarter, maintaining the high inventory. Following discussions with the marketing director and the finance team, we opted to proceed with production despite the operational complexities. This choice was driven by the Lux 34E's premium pricing, which played a substantial role in bolstering our revenue streams. Nonetheless, this strategic course of action did give rise to operational hurdles that needed to be navigated. It was crucial to tackle potential obstacles associated with harmonizing manufacturing and marketing/sales decisions, including potential clashes in goals or gaps in coordination (O'Leary-Kelly and Flores 2002). To counter this issue, we devised a solution: we halted Lux 34E production for one quarter, Q23, to sell the accumulated inventories. This pause allowed us to avoid further inflating the already high inventory. In the subsequent quarter, we resumed production, implementing a balanced approach to ensure better days of inventory.

### *3.3.4 Micro 0E: The Quick Seller*

The Micro OE jumpstarted our electric vehicle journey, revealing the value of the early journey. This early move allowed us to operate in a blue ocean, free from direct competition. It allowed rapid leadership establishment, driven by high demand and quick sales. This popularity meant that we were often out of stock. At the outset, we initiated production of 30,000 units per quarter with dual China lines. The Marketing Director recognized the need to meet the soaring demand for this car. Effective demand forecasting and capacity planning are crucial elements of operations management, helping organizations align production capabilities with market

needs (Krajewski, Ritzman, and Malhotra 2009). We opted to boost production to 45,000 units per quarter. To achieve this, we strategically shifted one other model from a Chinese to a European production line, releasing capacity for the Micro OE in China. Despite producing 45,000 units, persistent stock shortages led us to integrate marketing insights into manufacturing processes for improved customer alignment (Hausman, Montgomery, and Roth, 2002). The remarkable success of the Micro OE guided our future strategic decisions. The immense popularity of this vehicle hinted at the potential of the Chinese market, driving us to consider acquiring another company in China and launching a model similar to the Micro OE. This strategic foresight underscored the interplay between product success, market dynamics, and the broader corporate strategy. The Micro OE illuminated the power of being a pioneer and the critical role that demand forecasting and production agility play in maintaining inventory levels aligned with market demands.

## *5. CONCLUSION*

---

This comprehensive examination of LeafTech's trajectory within the Business in Practice simulation provides a multifaceted understanding of the company's strategic, innovation, and operational dynamics in the electric vehicle domain. This analysis has helped us figure out our strategic direction, finding the right balance between being flexible and having a clear plan. We closely examined our efforts in innovation, shedding light on the intricate process of developing cutting-edge vehicles while considering market demands. Additionally, the operational challenges, especially in terms of production management and inventory control, have been explored. Collectively, these insights underscored the significance of strategic alignment in a rapidly evolving sector, the critical role of innovative resilience, and the operational intricacies that drive success. As we conclude this analysis, it is evident that LeafTech's success hinged on the harmonious interplay of the different departments, fostering a foundation for sustainable growth in the electric vehicle landscape.

## PERSONAL REFLECTION

---

### 6. INTRODUCTION

---

The "Business in Practice" program has been an incredibly transformative and eye-opening journey for me. It has given me invaluable opportunities to grow personally and develop important skills. Throughout this program, I experienced two critical incidents that provided unique insights and taught me valuable life lessons. In this personal reflection, I will delve into these experiences, sharing how they influenced my professional development and shaped my understanding of effective teamwork.

The first critical incident revolved around the challenge of expressing myself effectively within the team during the initial week. Through introspection, I gained valuable insights into myself as a professional, recognizing the significance of self-assurance and the ability to convey my ideas confidently.

The second incident, a conflict within our team over launching a new car model, provided profound lessons in conflict management and strategic decision-making. Balancing adherence to our pre-established strategy with the need to adapt to current market dynamics posed a challenge, prompting me to embrace flexibility and open-mindedness.

In the end, this personal reflection highlights the power of experiential learning. Through self-reflection and embracing the lessons from these critical incidents, I have grown as a team member, leader, and individual, shaping my vision of effective collaboration and leadership.

### *INCIDENT 1: OVERCOMING SELF-EXPRESSION CHALLENGES*

---

#### *5.1 Description*

At the beginning of the simulation, I found myself struggling to express myself effectively within the team. This lack of self-assurance adversely affected my motivation during the first

week. However, as I began to regain my confidence, my motivation skyrocketed. This incident was not a fleeting moment but rather an ongoing issue that persisted for several days at the beginning of the simulation. Reflecting on this incident, both during the program and even now, has enabled me to gain valuable insights into myself and my growth as a professional.

During the Leading Yourself Workshop, a pivotal practice session, we were tasked with answering the question, "Who are you when you are at your best? And how do you describe yourself at your worst?". This introspective exercise allowed me to delve deep into my self-perception, leading me to identify my best qualities, such as curiosity, ambition, hard work, discipline, studiousness, and flexibility. Furthermore, it compelled me to acknowledge areas where I needed improvement, such as impatience, a tendency to let others speak or decide, insecurity about my ideas, and a tendency to delve excessively into details.

Through this process of self-awareness, I understood that my struggle to express myself effectively within the team stemmed from being shy and underestimating my ability to express ideas effectively in English. As a French speaker, I had always put excessive pressure on myself regarding my English, even though others could understand me perfectly fine. For French-speakers, having a good accent in English can be challenging due to differences in pronunciation and phonetics between the two languages (Laeufer, 1996).

I recognized that I wasn't fully showcasing my true competencies because of my initial apprehension. However, I decided to take the initiative and share my concerns with my teammates, particularly addressing the language barrier and my fear of not being as articulate as others. The empathetic response from my teammates was a turning point. It played a crucial role in boosting my confidence, and I learned that it's okay to be imperfect while expressing myself in a foreign language. I realized that my fears were unfounded. This moment of understanding and acceptance was a tremendous relief, as I recognized the need to overcome

my self-imposed obstacles. At this moment, I noticed that our team had good leadership. A crucial aspect of good leadership is creating a safe space where team members can freely express their thoughts and ideas without being afraid of criticism. (Bushe, 2009) I felt this safe environment when I shared my fears with the team, and they responded with understanding and support.

Additionally, the supportive team dynamics played a significant role in fostering an inclusive and encouraging environment. Our decision to have lunch together daily and going to the beach together weekly provided a space where we could freely engage in discussions beyond work-related matters. This practice not only strengthened our connections but also improved our ability to communicate authentically. We made this decision to enhance the effectiveness of our teamwork, as team-building activities and fostering a sense of camaraderie among team members can build trust and reduce the likelihood of destructive conflicts (Toegel and Barsoux 2016).

Through this critical incident, I learned to let go of excessive self-pressure and embrace the growth opportunities that arise from collaborating with diverse team members (West, 2004). It drove me to step out of my comfort zone, resulting in increased confidence and a more assertive approach to presenting ideas.

## *5.2 Stepping Outside the Comfort Zone*

One pivotal moment where I saw my efforts were paying occurred when our team was deciding who would take on the role of the first sales role-play presenter. In a light-hearted manner, one of my teammates jokingly assigned me the responsibility. At first, I felt a wave of panic as I was caught off guard by the unexpected assignment. However, instead of allowing anxiety to take over, I surprised myself by confidently accepting the challenge. This incident highlighted the importance of team members having a sense of autonomy and empowerment in

their roles, which enables them to make decisions and take initiative when necessary (Haas and Mortensen, 2016). It has also emphasized the significance of fostering a supportive and encouraging team environment where each member feels valued.

This particular incident marked a significant turning point for me, as it showcased the progress I had made in overcoming my fear of public speaking and highlighted my growing confidence. Despite being competent in their respective fields of work, professionals worldwide often struggle due to a lack of good public speaking skills. Consequently, their assessments and appraisals may not accurately reflect their professional competitiveness (Raja, 2017). Recognizing this, I understood the importance of overcoming public speaking anxiety before transitioning from academic life to professional life. The journey to improve my public speaking abilities not only boosted my self-assurance but also prepared me to present my ideas confidently in the professional world.

Taking risks and stepping outside my comfort zone can lead to personal growth, learning, and a sense of accomplishment (Imtiaz, 2023). It is a lesson that I will carry with me beyond the "Business in Practice" program and throughout my professional journey.

### *5.3 Peer-assessment*

During the program, approximately halfway through the simulation process, we were asked to do a peer assessment. This evaluation served as a critical checkpoint for us to reflect on our progress, strengths, and areas for growth as team members. Regular feedback and performance evaluations are essential for fostering a collaborative and high-performing team dynamic (West, 2004). This process provided each team member with a valuable opportunity to assess and evaluate their peers across five major areas: Contribution to the team, Interaction with teammates, Keeping the team on track, expecting quality, and having relevant knowledge,

skills, and abilities. This process of giving and receiving feedback played a significant role in our continuous improvement and personal development within the team.

Receiving the results of the peer evaluation was an eye-opening experience for me. I was pleasantly surprised to discover that my grade for the "interacting with teammates" criteria exceeded my own self-assessment. While I had initially rated myself a modest 3 out of 5, my teammates awarded me a commendable 4 out of 5. This unexpected outcome contradicted my earlier belief that my interactions with the team had been limited due to my initial struggles. It became evident that my sincere efforts to improve communication, actively listen to others, and engage with my teammates had made a positive impact, which was recognized and appreciated by my peers.

However, alongside this pleasant surprise, I also noted that my grade for the "having relevant knowledge, skills, and abilities" criteria fell slightly below my own expectations. This realization sparked introspection and reflection. I started to wonder why there was a difference and wanted to understand the reasons for it more thoroughly. Upon careful examination, I recognized a recurring pattern: my tendency to withhold my knowledge and expertise when feeling uncertain or hesitant. It became clear that this hesitation was holding me back from fully demonstrating my competencies and making a robust contribution to the team.

In summary, the peer evaluation process was a significant milestone in my personal journey during the "Business in Practice" program. It provided valuable insights into the perceptions of my teammates and shed light on both my strengths and areas for improvement. It motivated me to actively work on enhancing my communication skills, overcoming self-doubt, and embracing my role as a valuable contributor within the team. Through self-reflection and a commitment to growth, I continue to cultivate a strong foundation for personal and professional development.

## *7. INCIDENT 2: MANAGING CONFLICT IN PURSUIT OF STRATEGIC ALIGNMENT*

---

### *6.1 Description of the Conflict*

During our team's Quarter 11 decision-making process, a disagreement arose regarding the launch of a new car model, the "Luxury Electric." Both the innovation director and I strongly advocated for the introduction of this model, emphasizing its alignment with our overarching strategy. As detailed in the company analysis, our strategy focused on consistently upgrading our vehicle models, ensuring that every replacement was a better version of its predecessor. Consequently, we had previously removed a luxury hybrid car from the market due to its excessive emissions, and the launch of the "Luxury Electric" was meant to fill that void sustainably.

However, some team members presented opposing viewpoints, basing their opinions on changing data and market trends, including shifts in consumer preferences. They believed that adapting our approach to the evolving landscape was more prudent than sticking rigidly to the strategy we established at the outset.

### *6.2 Conflict Resolution and Insights*

Navigating this conflict posed a challenge, as the team grappled with the tension between adhering to our well-defined strategy and remaining agile in response to ever-changing market dynamics. As we embarked on the decision-making process, it quickly became apparent that navigating this conflict would not be a straightforward task. While our team had collectively acknowledged the significance of our carefully crafted strategy, the evolving market conditions presented us with new challenges and considerations.

The complexity of the situation led to internal tension, and team members found themselves grappling with different viewpoints. Some (including myself) were in favor of adhering strictly to the pre-established strategy, arguing that it provided a clear roadmap for our actions and was

designed to lead us toward success. We agreed at the outset of the simulation that having clear and shared goals was crucial for aligning team efforts and making well-considered decisions (Haas and Mortensen, 2016). Others, however, emphasized the importance of responsiveness to the ever-shifting preferences of customers and the competitive landscape.

In the end, after careful deliberation, our team opted to uphold the original strategy and proceed with the launch of the "Luxury Electric" model. This resolution was achieved through a remarkable display of open communication and mutual respect for one another's perspectives. I observed that the positive atmosphere within our team encouraged more extensive and innovative information-seeking and idea-generation (Knight 2015). As a result, we found it easier to resolve conflicts and reach solutions together. However, as events began to unfold following the launch, it soon became evident that this decision had unfavorable consequences. The performance of the luxury electric car fell short of our expectations, marked by high days of inventory and lower-than-anticipated sales figures.

After we noticed that things didn't go as well as expected, we took some time to think about it and evaluate what happened. We talked openly about the situation and came to an agreement that mistakes can happen, but we also learned valuable lessons from them. We understood that it's important to have healthy conflicts within the team. When conflicts are handled constructively, they lead to more productive discussions and better decision-making. On the other hand, teams that avoid conflicts often end up with shallow agreements and unresolved issues that hinder progress. Embracing constructive conflict allowed us to challenge each other's ideas, leading to better and more effective solutions (Lencioni 2002).

In retrospect, this critical incident offered profound insights into strategic decision-making. It taught us that even the most well-crafted strategies should be approached with an open mind, ready to embrace necessary adjustments based on real-time market dynamics. Striking the right

balance between adhering to our guiding principles and being responsive to external changes emerged as a key challenge that demanded constant vigilance and adaptability. The experience prompted us to reflect on the importance of maintaining a cohesive team dynamic, fostering open communication, and respecting divergent perspectives. I believe we demonstrated certain qualities of effective team leaders, as we were adept at facilitating constructive conflict resolution and fostering an environment where differing opinions were regarded as chances for growth and improvement (Haas and Mortensen, 2016).

### *6.3 Personal Reflection*

The critical incident described above was also a significant turning point for me, making me realize an important aspect of my personal and professional growth. It helped me understand that I shouldn't always stick rigidly to a plan. It also helped me to face my fear of conflict.

When our team faced a conflict over whether to launch the "Luxury Electric" model, I strongly believed in following the original strategy. I thought that sticking to a well-thought-out plan was the best way to succeed. I learned that in the fast-changing world, especially one of the electric cars, being flexible and open to change is essential. Teams must indeed continuously learn and adapt to stay relevant and successful (Johnson, Heimann, and O'Neill, 2000). I realized that I tended to resist change because I wanted to feel in control and have a clear path to success. But I saw that the real world doesn't always follow a set plan.

This experience taught me to embrace adaptability and be willing to adjust our strategy when needed. In the modern business landscape, teams need to be agile and adaptable to navigate the complexities of 21st-century challenges (Johnson, Heimann, and O'Neill, 2000). I understood the importance of staying responsive to customer preferences, market trends, and new technologies. It led me to approach decision-making with a more balanced mindset, combining our strategy's guiding principles with a readiness to adapt to the evolving landscape.

This decision-making conflict pushed me to face my fear of conflict and taught me to see it as a chance for personal growth. Rather than avoiding disagreements, I realized the value of addressing conflicts openly and constructively. As I went through this process, I learned that healthy conflict is essential for productive team discussions and decision-making (Lencioni, 2002). I now see conflict as an opportunity for positive change and a way to strengthen our teamwork and problem-solving abilities.

This critical incident profoundly influenced my leadership style within our team. I now value agility and the ability to handle uncertainty with an open mind. I aim to create a culture that encourages flexibility and innovation, where we're not constrained by rigid plans but are empowered to make informed choices to reach our goals. After this event, I believe our team was better equipped to seize opportunities and respond to challenges. I am now committed to promoting a growth mindset that embraces change as a catalyst for continuous improvement and innovation.

## *8. CONCLUSION*

---

Participating in the "Business in Practice" program has been a truly eye-opening experience. Through introspection and the unwavering support of my teammates, I have learned the significance of knowing my goals, overcoming language barriers, embracing personal growth, and working together effectively as a team. Recognizing my competencies, shedding perfectionism, and stepping outside my comfort zone have given me the confidence to surpass my own limits. Furthermore, the supportive team atmosphere has also played a huge role in my personal growth and belief in myself. As I move forward, I am immensely grateful for the growth and self-discovery achieved during these three weeks.

The first critical incident was a transformative experience that highlighted the importance of self-awareness and embracing personal growth. By overcoming my initial anxiety and

hesitancy to speak in public, I discovered the power of effective communication and its impact on team dynamics. It taught me to trust in my abilities and showcase my true competencies, ultimately leading to a more cohesive and collaborative team environment. Through this journey of self-discovery, I gained valuable insights into the significance of setting clear goals and overcoming obstacles to achieve success both individually and as a team.

The second critical incident provided me with valuable insights into the importance of adaptability and flexibility in a fast-changing business landscape. It served as a poignant reminder that strictly adhering to a fixed plan may not always yield the desired results, especially in a dynamic market like the electric car industry. Recognizing my tendency to resist change, I have come to understand that the real world does not always follow a predefined path. Embracing the need for agility, I now value the ability to handle uncertainty with an open mind.

Combining the lessons from both critical incidents, I have gained a deeper understanding of effective leadership and teamwork. As I move forward, I am committed to fostering a culture that encourages flexibility, innovation, and a growth mindset. Overall, the "Business in Practice" program has provided me with a transformative learning experience, not only in terms of business knowledge but also in personal growth. The insights gained from the critical incidents have made me more self-aware and better equipped to face the complexities of the business world, I am immensely grateful for the growth and self-discovery achieved during these three weeks, and I look forward to applying these valuable lessons in my professional journey.

---

## REFERENCES

---

Annarelli, Alessandro, and Fabio Nonino. 2016. "Strategic and Operational Management of Organizational Resilience: Current State of Research and Future Directions." *Omega* 62 (July): 1–18. <https://doi.org/10.1016/j.omega.2015.08.004>.

Azmat, Muhammad, Clemens Schuhmayer, and Sebastian Kummer. 2016. "Innovation in Mobility: Austrian Expert's Perspective on the Future of Urban Mobility with Self-Driving Cars." *Innovation Arabia 9: Quality and Business Management Conference (Business Innovation - Imperative for Knowledge Economy) 9* : 142–60.

Cherp, Aleh, Alan P. Watt, and Vadim Vinichenko. 2007. "SEA and Strategy Formation Theories: From Three Ps to Five Ps." *Environmental Impact Assessment Review* 27 (7): 624–44. <https://doi.org/10.1016/j.eiar.2007.05.008>.

Christensen, Clayton M. 1997. *The Innovator's Dilemma*. <http://2ndbn5thmar.com/change/The%20Innovators.pdf>.

COP 21. 2015. "Paris Declaration on Electro-Mobility and Climate Change & Call to Action Lima – Paris Action Agenda." <https://Unfccc.Int/News/the-Paris-Declaration-on-Electro-Mobility-and-Climate-Change-and-Call-to-Action>

David, Fred R., and Forest R. David. 2012. *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*. [https://opac.stan.ac.id/index.php?p=show\\_detail&id=8721&keywords=](https://opac.stan.ac.id/index.php?p=show_detail&id=8721&keywords=).

El-Khalil, Raed, and Mohamad Ali Mezher. 2020. "The Mediating Impact of Sustainability on the Relationship between Agility and Operational Performance." *Operations Research Perspectives* 7 (January): 100171. <https://doi.org/10.1016/j.orp.2020.100171>.

Gervase R. Bushe. *Clear Leadership : Sustaining Real Collaboration and Partnership at Work*. Vol. Rev. ed. Mountain View, Calif: Nicholas Brealey, 2009.

[http://widgets.ebscohost.com/prod/customlink/proxify/proxify.php?count=1&encode=0&proxy=&find\\_1=&replace\\_1=&target=https://search.ebscohost.com/login.aspx?direct=true&site=eds-live&scope=site&db=edsebk&AN=301823&authtype=sso&custid=s1020420](http://widgets.ebscohost.com/prod/customlink/proxify/proxify.php?count=1&encode=0&proxy=&find_1=&replace_1=&target=https://search.ebscohost.com/login.aspx?direct=true&site=eds-live&scope=site&db=edsebk&AN=301823&authtype=sso&custid=s1020420).

Haas, Martine R., and Mark Mortensen. 2016. "The Secrets of Great Teamwork." *Harvard Business Review* 94 (6): 70–76,

117. [http://widgets.ebscohost.com/prod/customlink/proxify/proxify.php?count=1&encode=0&proxy=&find\\_1=&replace\\_1=&target=https://search.ebscohost.com/login.aspx?direct=true&site=eds-live&scope=site&db=edswss&AN=000376222100023&authtype=sso&custid=s1020420](http://widgets.ebscohost.com/prod/customlink/proxify/proxify.php?count=1&encode=0&proxy=&find_1=&replace_1=&target=https://search.ebscohost.com/login.aspx?direct=true&site=eds-live&scope=site&db=edswss&AN=000376222100023&authtype=sso&custid=s1020420).

Hausman, Warren H., David B. Montgomery, and Aleda V. Roth. 2002. "Why Should Marketing and Manufacturing Work Together?" *Journal of Operations Management* 20 (3): 241–57. [https://doi.org/10.1016/s0272-6963\(02\)00010-4](https://doi.org/10.1016/s0272-6963(02)00010-4).

Imtiaz, Uddin. 2023. "'The Benefits of Stepping Out of Your Comfort Zone: Why Taking Risks Can Lead to Personal Growth and Achievement'." *Www.Linkedin.Com*. <https://www.linkedin.com/pulse/benefits-stepping-out-your-comfort-zone-why-taking-risks-uddin-imtiaz/>.

Johnson, Pamela R., Virginia Heimann, and Karen O'Neill. 2000. "The Wolf Pack: Team Dynamics for the 21st Century." *Journal of Workplace Learning* 12 (4): 159–64. <https://doi.org/10.1108/13665620010332813>.

Kasparov, I G. 2010. "Blue Ocean Strategy in Automotive Industry." *RUDN Journal of Economics*, 0 (4): 83–91.

Kalbach, Jim. 2016. "UX Strategy Blueprint." *EXPERIENCING INFORMATION*. January 2, 2016. <https://experiencinginformation.com/2014/08/12/ux-strategy-blueprint/>.

Kim, W. Chan, and Renée Mauborgne. 2004. "Blue Ocean Strategy." *Harvard Business Review*. October 2004. <https://hbr.org/2004/10/blue-ocean-strategy>.

Knight, Andrew P. 2015. "Mood at the Midpoint: Affect and Change in Exploratory Search over Time in Teams That Face a Deadline." *Organization Science* 26 (1): 99–118.  
<https://doi.org/10.1287/orsc.2013.0866>.

Krajewski, Lee J., Larry P. Ritzman, and Manoj Malhotra. 2009. *Operations Management : Processes and Supply Chains*. <http://ci.nii.ac.jp/ncid/BA90345105>.

Lafley, Martin, and Riel. 2013. "A Playbook for Strategy. *Rotman Magazine*, 9." *Rotman Magazine* 9.

Laeufer, Christiane. 1996. "The Acquisition of a Complex Phonological Contrast: Voice Timing Patterns of English Initial Stops by Native French Speakers." *Phonetica* 53 (1–2): 86–110. <https://doi.org/10.1159/000262190>.

Laird, Robert A., and Thomas N. Sherratt. 2010. "The Economics of Evolution: Henry Ford and the Model T." *Oikos* 119 (1): 3–9. <https://doi.org/10.1111/j.1600-0706.2009.17613.x>.

Lencioni, Patrick. 2002. *The Five Dysfunctions of a Team: A Leadership Fable*. [http://widgets.ebscohost.com/prod/customlink/proxify/proxify.php?count=1&encode=0&proxy=&find\\_1=&replace\\_1=&target=https://search.ebscohost.com/login.aspx?direct=true&site=eds-live&scope=site&db=nlebk&AN=1364519&authtype=sso&custid=s1020420](http://widgets.ebscohost.com/prod/customlink/proxify/proxify.php?count=1&encode=0&proxy=&find_1=&replace_1=&target=https://search.ebscohost.com/login.aspx?direct=true&site=eds-live&scope=site&db=nlebk&AN=1364519&authtype=sso&custid=s1020420)

O’Leary-Kelly, Scott W, and Benito E. Flores. 2002. "The Integration of Manufacturing and Marketing/Sales Decisions: Impact on Organizational Performance." *Journal of Operations Management* 20 (3): 221–40. [https://doi.org/10.1016/s0272-6963\(02\)00005-0](https://doi.org/10.1016/s0272-6963(02)00005-0).

Porter, Michael E. 2023. "What Is Strategy?" *Harvard Business Review*. April 4, 2023. <https://hbr.org/1996/11/what-is-strategy>.

Rahim, Abdur, Arafatur Rahman, Md. Mustafizur Rahman, A. Taufiq Asyhari, Zakirul Alam Bhuiyan, and Ramasamy D. 2021. "Evolution of IoT-Enabled Connectivity and Applications in Automotive Industry: A Review." *Vehicular Communications* 27 100285.  
<https://doi.org/10.1016/j.vehcom>.

2020.100285.

Raja, Farhan Uddin. 2017. "Anxiety Level in Students of Public Speaking: Causes and Remedies." *Journal of Education and Educational Development* 4 (1): 94. <https://doi.org/10.22555/joceed.v4i1.1001>.

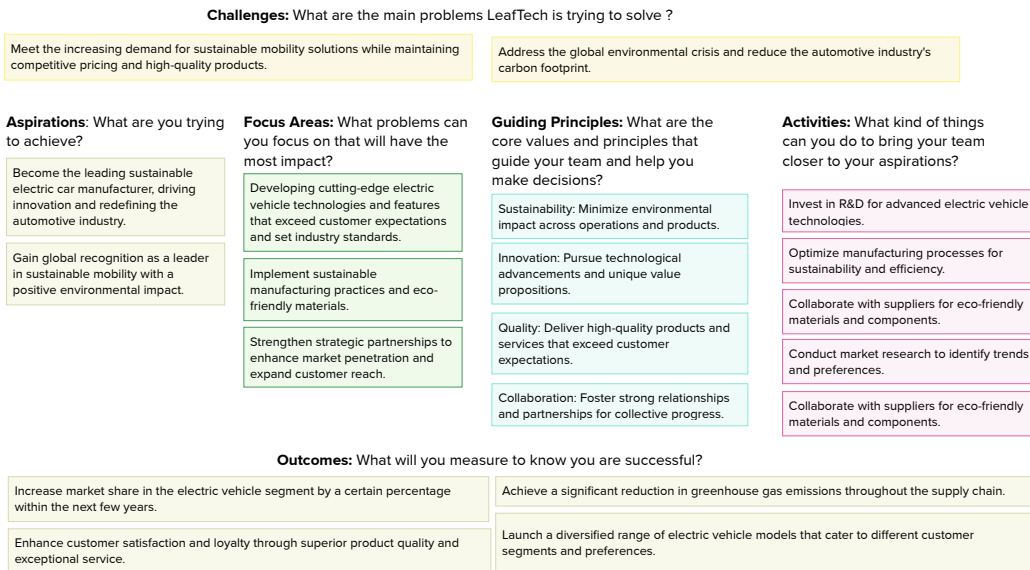
Toegel, Ginka, and Jean-Louis Barsoux. 2016. "How to Preempt Team Conflict." *PubMed* 94 (6):78-83,117. [http://widgets.ebscohost.com/prod/customlink/proxify/proxify.php?count=1&encode=0&proxy=&find\\_1=&replace\\_1=&target=https://search.ebscohost.com/login.aspx?direct=true&site=eds-live&scope=site&db=edselc&AN=edselc.2-52.085047588562&authtype=sso&custid=s1020420](http://widgets.ebscohost.com/prod/customlink/proxify/proxify.php?count=1&encode=0&proxy=&find_1=&replace_1=&target=https://search.ebscohost.com/login.aspx?direct=true&site=eds-live&scope=site&db=edselc&AN=edselc.2-52.085047588562&authtype=sso&custid=s1020420).

Van Kuiken, Steve. 2022. "Tech at the Edge: Trends Reshaping the Future of IT and Business." *McKinsey & Company*. October 21, 2022. <https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/tech-at-the-edge-trends-reshaping-the-future-of-it-and-business>.

West, Michael. 20021. *Effective Teamwork: Practical Lessons from Organizational Research*. Vol. 3rd ed. Chichester, West Sussex: Wiley-Blackwell.

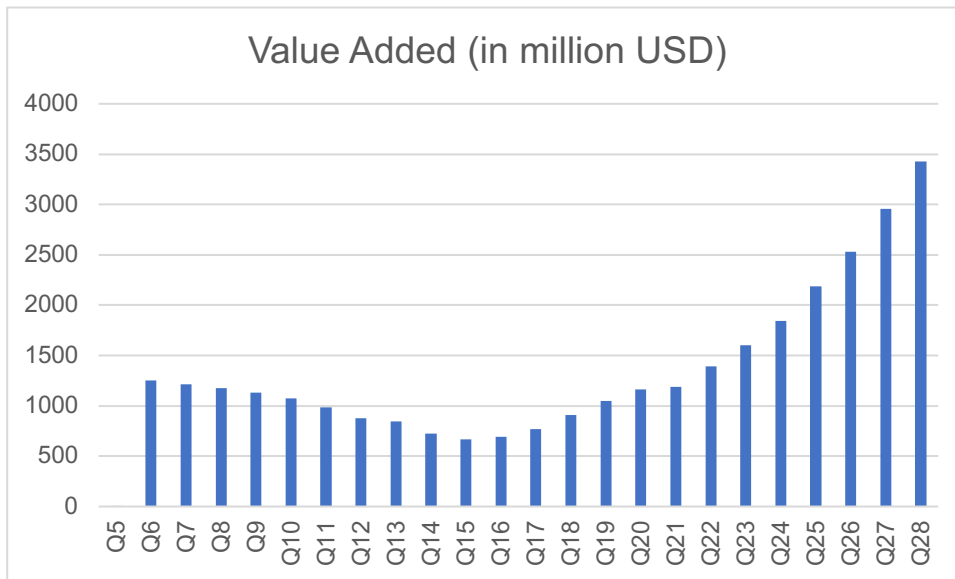
## APPENDIX

**Figure 1. LeafTech Strategy Blueprint**



*(Source: personal elaboration)*

**Figure 2. LeafTech's Value Added from Q5 to Q28**



*(Source: IndustryMasters Simulation 2023)*

**Figure 3. LeafTech's Sustainable Strategy Elements**



(Source: personal elaboration)

**Figure 4. LeafTech's Car Fleet**

	Models								
<b>Gasoline and Diesel Cars Portfolio</b>	SUV 4x4 100D	Executive Biz 135D	Compact City 75G	Convertible Air 135G	Luxury 225H				
<b>Hybrid Cars Portfolio</b>	Con 94H	City 84H							
<b>Electric Cars Portfolio</b>	Micro 0E	Executive 23E	SUV 12E	Lux 34E	City 123E	Con EL34E	A-Frog EL0E	A-Office EL0E	Offroad EL23E

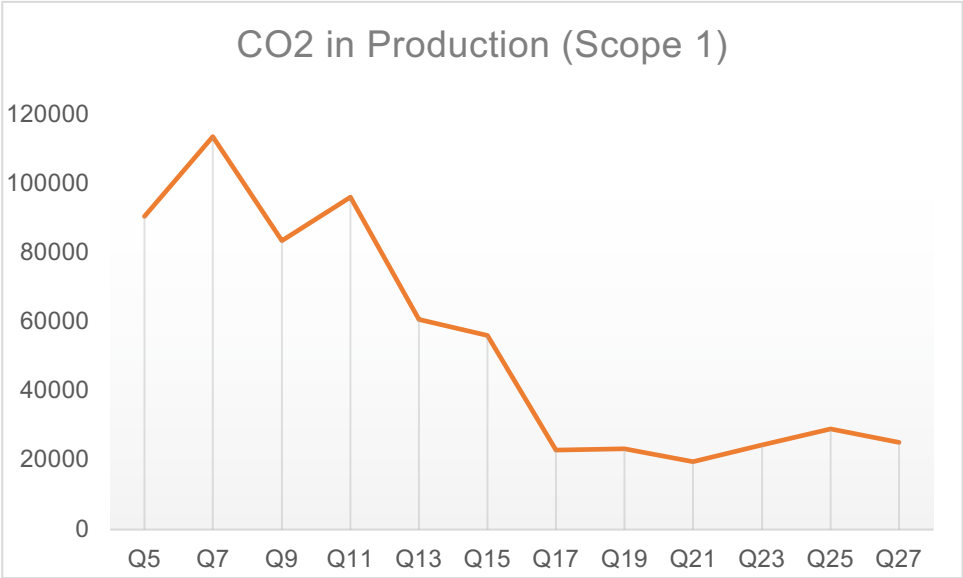
(Source: IndustryMasters Simulation 2023)

**Figure 5. Investments in Innovation Department: Overview of Strategic Initiatives**

	Q1, Q2, Q3	Q4	Q5	Q6	Q7	Q8	Q9
<b>Electrification</b>	E-Drive Module				Home Charging Stations		High Power Charging (HPC)
<b>Connectivity</b>		Connectivity Technology	Infotainment Services		Big Data		Cross-Platform Technology
<b>Autonomous Driving</b>			Automated Parking		Driver Assistance		Cloud Connection

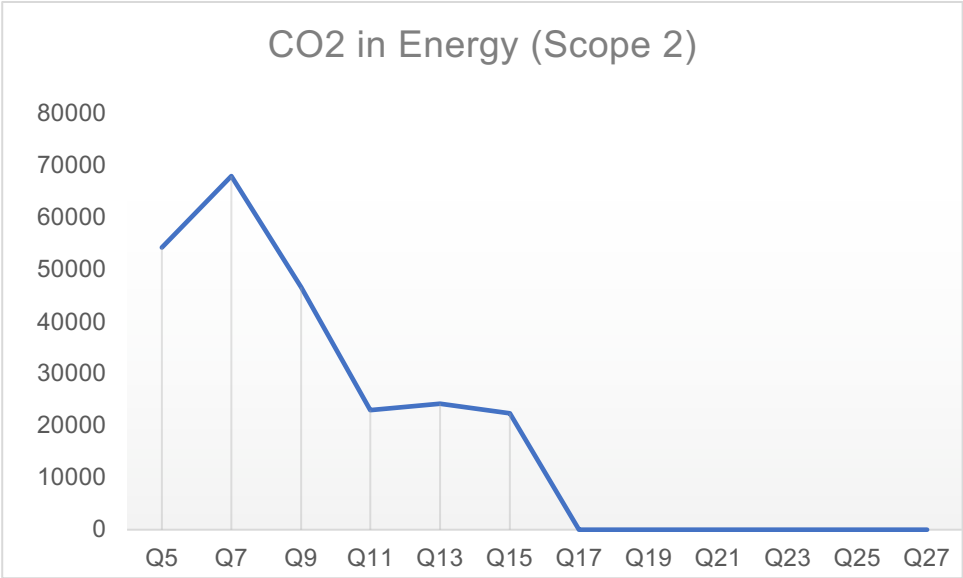
(Source: IndustryMasters Simulation 2023)

**Figure 6.** CO2 in Production (Scope 1) in g/mile (IndustryMasters Simulation 2023)



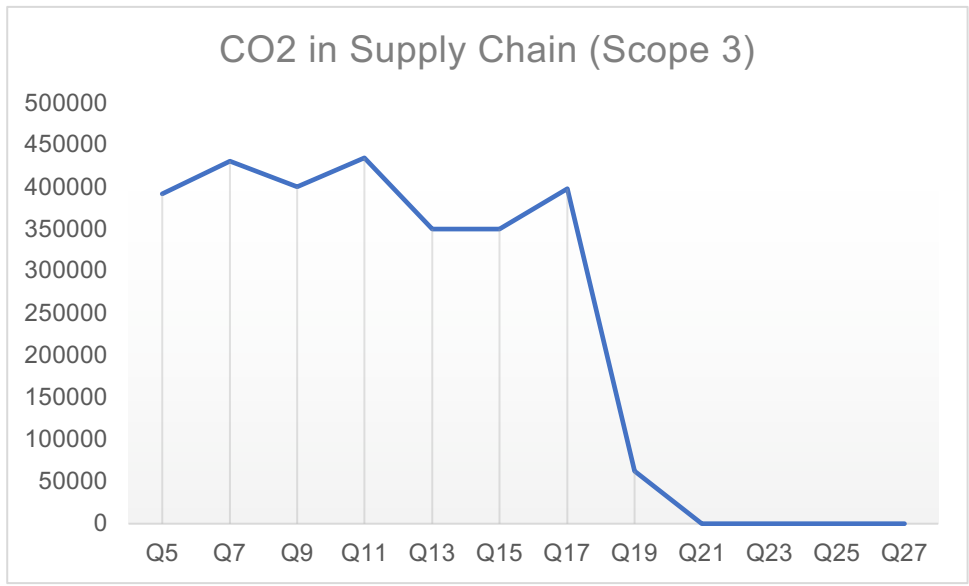
(Source: IndustryMasters Simulation 2023)

**Figure 7.** CO2 in Production (Scope 2) in g/mile (IndustryMasters Simulation 2023)



(Source: IndustryMasters Simulation 2023)

**Figure 8. CO2 in Production (Scope 3) in g/mile (IndustryMasters Simulation 2023)**



*(Source: IndustryMasters Simulation 2023)*

**Figure 9. Sustainable Development Goals**



*(Source : United Nations)*

**Figure 10. Micro OE, Lux 34E, and City L23E Operations' Data Report (IndustryMasters Simulation 2023)**

Car Model	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27
Days of Inventories	30	32	31	34	40	34	30	40	53	52	30	30
Inventory Unit	10.002	15.769	15.456	16.864	20.094	11.391	10.011	20.078	26.383	17.336	14.508	10.001
Production	30.000	45.000	45.000	45.000	45.000	30.000	30.000	45.000	45.000	30.000	30.000	30.000
<b>Micro OE</b>	<b>30.000</b>	<b>39.233</b>	<b>45.310</b>	<b>43.592</b>	<b>41.770</b>	<b>38.703</b>	<b>21.251</b>	<b>34.923</b>	<b>38.695</b>	<b>39.047</b>	<b>37.335</b>	<b>30.000</b>
Days of Inventories	70	101	129	132	132	132	131	58	60	74	84	88
Inventory Unit	11.728	16.809	21.492	22.059	22.047	22.015	21.883	9.588	10.049	12.312	14.006	14.713
Production	15.000	15.000	15.000	11.093	10.791	10.867	11.044	-	12.500	15.000	15.000	15.000
<b>Lux 34E</b>	<b>10.051</b>	<b>9.919</b>	<b>10.320</b>	<b>10.526</b>	<b>10.803</b>	<b>10.899</b>	<b>11.176</b>	<b>12.300</b>	<b>12.039</b>	<b>12.737</b>	<b>13.306</b>	<b>14.293</b>
Days of Inventories	46	70	108	128	128	97	57	64	68	34	30	30
Inventory Unit	15.323	35.043	54.005	42.776	42.567	16.209	18.997	21.433	22.703	5.585	10.043	10.036
Production	30.000	45.000	30.000	14.980	26.996	700	30.000	30.000	30.000	12.756	30.000	30.000
<b>City L23E</b>	<b>26.102</b>	<b>35.043</b>	<b>26.040</b>	<b>26.209</b>	<b>27.205</b>	<b>27.058</b>	<b>27.212</b>	<b>27.564</b>	<b>28.730</b>	<b>29.874</b>	<b>25.542</b>	<b>30.007</b>

(Source: IndustryMasters Simulation 2023)