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THE AUTOMOTIVE INDUSTRY'S TRANSITION TO SUSTAINABLE MOBILITY –  
INSIGHTS FROM AN IMMERSIVE BUSINESS SIMULATION

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## **Abstract**

This work is based on the Business in Practice program at Nova SBE during which the author and six other students formed a team to navigate the fictional car manufacturer “eMotion” through its transition to sustainability. Through insights into this experience from both a business and a teamwork perspective, the importance of cross-functional cooperation in companies becomes evident. eMotion’s performance is analyzed in the key areas of marketing, operations and innovation, highlighting strengths and weaknesses and drawing parallels to contemporary trends in the automotive industry. Furthermore, personal learnings about leadership and team dynamics are derived from the simulation context.

## **Keywords**

Marketing, Operations, Innovation, Automotive Industry, Change Management, Sustainability, Team Dynamics, Business Simulation, ESG, Electric Vehicles, Leadership, Cross-functional Teams, Self-reflection

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## **1. Firm Analysis – Sustainability and Innovation in the Automotive Industry**

In the face of climate change, sustainability has become a crucial topic for consumers. Consequently, the automotive industry – among many others - has recognized the need to implement sustainable measures to meet its social and environmental responsibilities (Mitra and Roychowdhury 2022, 50). One key step to reduce CO<sub>2</sub> emissions is the introduction of EVs. While consumers' growing environmental consciousness makes them inclined to buy EVs, quality judgement and the perceived value of products also have a considerable impact on purchase decisions (Chinen et al. 2023, 401). A team of students had to navigate this new reality within a business simulation and established the fictional automotive company “eMotion”.

When developing eMotion’s long-term strategy, the executive team was guided by these global industry trends as well as its members’ sustainability values. The company’s goal was to phase out combustion cars in an economically healthy way and become a fully electric manufacturer of cars for urban settings early on. To convince consumers of the value of EVs, eMotion was determined to invest heavily in new technology and become a pioneer in high-quality features. eMotion’s vision was captured in the slogan “Drive the future of green urban mobility”.

The following section analyses eMotion’s performance over six years, focusing on marketing, operations and innovation. Supported by simulation data, academic literature and industry examples, key decisions and developments of these functions will be explored in-depth. Interdependencies between all functions will be considered for a full picture of the company.

### **1.1 Review of Marketing Function**

The marketing department had defined clear strategic goals at the beginning of the simulation. Essentially, eMotion was to be positioned as a leader in high tech EVs, particularly in the segments of city and micro cars. This positioning is aligned with global trends such as urbanisation that call for new forms of mobility (Mubiru and Westerholt 2024, 1). Furthermore,

eMotion was aiming for a medium-priced portfolio, reflecting both its advanced technological features and its vision to make sustainable mobility accessible for a broad customer base. A similar positioning is used by the Toyota brand, which emphasizes quality and innovation while still being relatively affordable (Jackf 2024). Toyota uses green marketing to showcase its commitment to sustainability to consumers (Simão and Lisboa 2017, 192). eMotion’s desired brand image compared to real automotive companies is captured in the positioning map.

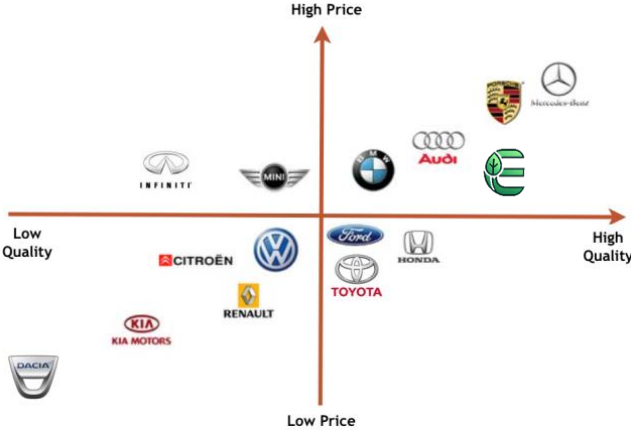


Figure 1: Positioning map of automotive brands and eMotion (green “e”) (Bellanger 2014)

From the beginning, eMotion was committed to investing heavily in marketing campaigns that would bring the value of EVs into consumers’ focus. Regarding day-to-day decisions, the goal was to establish a close cooperation with operations to manage pricing and marketing budgets flexibly depending on inventory levels. Lastly, marketing research data was going to play a crucial role in decisions related to the development of new cars and their production location. In the following, eMotion will be analysed regarding its marketing mix, normally encompassing the four Ps of product, price, place and promotion (Novak 2024). However, as sales channels and locations were not within the scope of the simulation, the place aspect will be excluded.

**1.1.1 Product Portfolio Management**

Product portfolio management is a crucial responsibility of marketing. By prioritizing high performance products and identifying growth opportunities, resources can be allocated most

efficiently to build a strategically aligned portfolio (Brereton 2023). With growing portfolio complexity, it can be beneficial to reduce the number of products. For example, Volvo actively downsized its portfolio in 2011, leading to streamlined production (Distel et al. 2020).

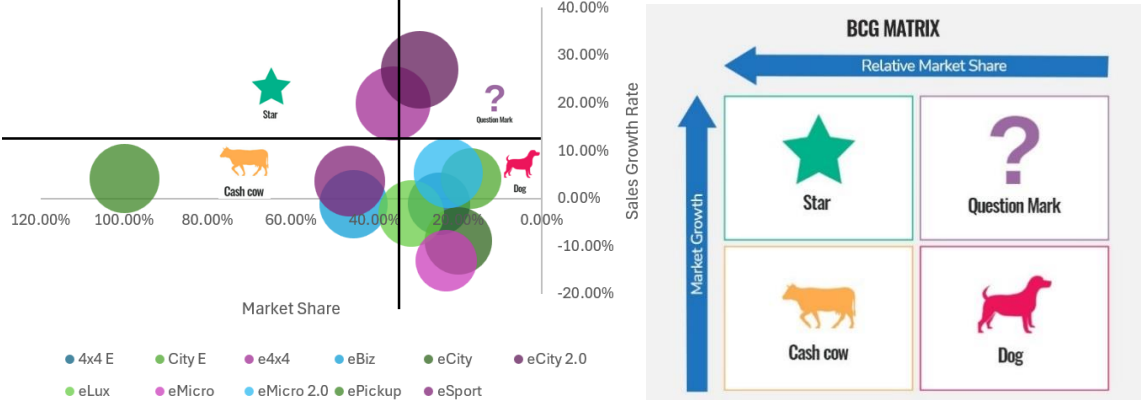


Figure 2: Matrix with eMotion data next to traditional BCG matrix (“Assessment of BCG Matrix, Its Need and Application” 2021)

The BCG matrix helps to gain a deeper understanding of eMotion’s car portfolio. This powerful framework is used by half of all Fortune 500 companies and helps strategically prioritizing different businesses or products (Reeves and Moose, n.d.). Piątek (2023) presents a modified version of the BCG matrix that is adapted to the automotive industry, plotting market share against average change in sales volume. For eMotion, the matrix was set up for Q26 since afterwards, the company deliberately reduced production to maximize profits. The x-axis plots each model’s market share within its category in Q26. Sales growth rate for the y-axis was calculated as the CAGR of cars sold for Q15 to Q26. To add a profitability aspect, the size of the bubbles represents gross profit in Q26 for each model. Analysing the results, e4x4 is the star product that eMotion should strategically focus on as it provides both current high market share and profitability and a high sales growth moving forward. eCity 2.0 is a question mark product that could be transformed into a star in the future. To fund its investments, eMotion has the models ePickup, eSport and eBiz available as cash cows. The remaining six models were identified as dogs. This high number of dogs was likely caused by the demand shock in year 4.

### **1.1.2 Pricing Strategy and Brand Positioning**

In the beginning of the simulation, eMotion's medium-priced brand positioning was highly successful with almost consistent revenue growth (Figure 3). During year 3, eMotion had to choose its official brand positioning and decided for "the ultimate driving machine" because of its focus on cutting-edge innovation. Such a premium positioning might seem unusual for small cars, but we were at this point aiming for a brand image similar to MINI. This brand is operating in the luxury segment of small cars, offering superior quality and design for urban riders (Pratap 2019). However, eMotion - in contrast to MINI - was catering to a mass market with its large portfolio and increasing production capacities, which did not fit well with a premium brand image. While the choice of a premium positioning benefitted luxury and sports car sales, the key models of city and micro cars did not profit. In the next years, overproduction and lower demand led to high inventories. When facing such economic downturns, companies' response options include adjusting prices, promotional activities or product portfolio (Antoniades, Clerides, and Xu 2023, 612). In this case, marketing turned to lowering car prices to decrease inventories. While this helped mitigate inventory issues in the short term, it was arguably destructive to the carefully developed premium brand image. Research suggests that the presence of lower-price product options can create an inconsistent brand concept for luxury brands, ultimately leading to decreased purchase intentions and customer loyalty (Royo-Vela and Pérez Sánchez 2022, 6–7). By constantly adjusting prices to operational requirements, the marketing function contributed to a dilution of the brand image during year 4 to 6 (Figure 4). After all, consumers' buying behaviour is directly influenced by frequency, level and direction of price changes (Atilgan, Kangal, and Talaslioglu 2024, 177).

### **1.1.3 Promotion Strategy**

Defining budgets is one of the key decisions in marketing. Despite that, even large corporations often use rules of thumb such as percentage of sales or affordability as a determinant for

marketing spending. This approach leads to suboptimal business results compared to the profit-maximizing budget (Fischer et al. 2012, 51). For this reason, data-driven budgeting has been a focus in eMotion's marketing function early on. The company's promotion strategy consisted of four different channels, which significantly varied in effectiveness and costs. Using simulation data, the ROI was calculated for each channel to prioritize them by effectiveness and calibrate spending to a level where the benefit in gross profit would exceed marketing expenses (Figure 5). This approach resulted in a high marketing budget which was aligned with eMotion's large production and sales volumes and provided a short-term competitive advantage. However, when demand and profitability started to decline, the high spending began to take a strain on eMotion's investment budget that was supposed to prioritize R&D investments. It quickly became evident that comparing ROIs of separate marketing activities had its limitations, as these analyses do not account for synergies and trade-offs between activities (Fischer et al. 2012, 58). During recessions, some companies decide to cut marketing budgets while others react with even more proactive marketing (Angulo-Ruiz et al. 2022, 2147). According to (Garcia, Vieira, and Rodrigues 2023), negative macroeconomic environments tend to have a decreasing effect on marketing investments. Ultimately, eMotion decided to test the impact of decreasing its budget, mostly because its marketing spend/revenue was exceptionally high compared to competing teams (Figure 6). This resulted in considerable cost savings while demand was impacted less than expected. In the following, eMotion established a more flexible approach while still prioritising promotional activities by ROI. Compared to real automotive companies, eMotion's marketing spending would be considered high, with a peak of 3.25% of revenues. The ratio has been decreasing in the industry, as highlighted by Ford decreasing its spending from 3.5% to 2.3% and General Motors from 3% to 1.5%, from 2014 to 2023. Tesla even reduced its budget to 0.1%, instead relying on word-of-mouth and social media presence ("Tesla Marketing And Advertising Expenses Vs GM And Ford" 2024).

## **1.2 Review of Operations Function**

“Operations is the heart of any business since it converts inputs into outputs”, as professor Ana Sofia Costa (operations academic session, June 14, 2024) put it. At eMotion, operations management played a key role. Without an efficient strategy, our cars would not be available to customers in the right volume, at the right time and place. The operations department had set ambitious goals that included full factory utilization, low costs per unit, and low DOI between 30 and 60. Inventory management is critical for success in any business, as excess inventory leads to high capital costs while stockouts lead to lost sales and damage customer satisfaction due to unmet demand (Murthy and N. A. 2024, 51). Moreover, operations was highly concerned with making the company more sustainable through strategic investments.

### **1.2.1 Sustainable Operations**

Since the United Nations published its 17 Sustainable Development Goals in 2015, many companies have recognized their opportunities to contribute (Van Wassenhove 2019, 2930). With its operations investment, eMotion mainly supported the goals of “industry, innovation and infrastructure”, and “responsible consumption and production” (“The 17 Goals,” n.d.). The concept of sustainable operations management (SOM) includes improved practices in supply chain, energy and waste management (Alevizos, Georgousis, and Kapodistria 2023). Companies are influenced in their adoption of SOM by consumers’ green behaviours as well as regulators’ policies, for example incentives (Hong et al. 2022, 2648). Similarly, the simulation incentivized green operations investments with decreased material costs and increased demand and CSR image. The Greenhouse Gas Protocol categorizes emissions into scope 1 occurring directly from the company’s production, scope 2 indirectly created by the purchase of energy, and scope 3 caused by activities of other companies in the value chain (“Standards & Guidance,” n.d.). eMotion invested in reducing its emissions in all three scopes, but focused on scope 1 with an investment share of 59.82% (Figure 7). In the initial quarters, eMotion was

focused on growing its business with limited SOM investments, which resulted in increased emissions in all scopes due to growing production volumes. Total emissions reached their peak in Q9 when they were up 13.52% compared to the starting scenario. However, in Q11, eMotion was able to expand its investment budget for SOM measures after strong sales results, resulting in significant emission reductions. Over the course of six years, the company reduced its scope 1 emissions by 66.85%, scope 2 by 83.42% and scope 3 by 58.56% (Figures 8-10).

In the automotive industry, Volvo has been a pioneer in SOM and started its efforts in energy efficiency as early as the 1990s. A key factor in this process was the appointment of dedicated energy managers at all organizational levels (Sannö et al. 2019, 8). BMW has also increased its focus on reducing emissions through operations. The company has captured its innovative strategy in the “iFactory”, following its “LEAN. GREEN. DIGITAL.” principle. These factories are using renewable energy and striving for a circular economy. Additionally, BMW is actively reducing its scope 3 emissions by committing to environmental supply chain standards (“The BMW Group Sustainability Strategy Rests on These Six Pillars.” 2022).

### **1.2.2 Inventory and Production Management Strategies**

When determining its course of action, operations used DOI as a key metric. By learning from experience, strategic guidelines were established to be applied depending on each car model’s current DOI and its trend. As a result, the strategy was highly dependent on current inventories and demand conditions, leading to highly volatile production volumes (Figure 11). eMotion was following a strategy similar to the concept of adaptive inventory control. Decreasing costs by minimizing inventory has been a growing concern in industrial production. In recent years, however, customer demand and economic circumstances have become increasingly difficult to predict. Academic models often assume demand as a constant or statistical distribution while in reality, the parameters of these inventory-control models need to be constantly adjusted (Junqin Xu, Jihui Zhang, and Yushuang Liu 2009, 5714). Hence, our operations function

monitored and adjusted production quarterly. JIT production also served as an aspirational goal for operations. Originating from Japan, JIT aims for minimal inventory levels by adopting a “pull” system where production is controlled by customer demand. The principle goes hand in hand with sustainability by reducing waste and energy consumption and has been adopted by many automotive companies (Thistlewood 2024). Toyota originally developed the Toyota Production System based on JIT principles with the goal of reducing waste and improving efficiency and quality (Pannell 2024). However, achieving perfect JIT production requires solving complex continuous optimization problems (Zhang et al. 2022, 7), which was difficult in the scope of the simulation. Our efforts to keep inventories as low as possible were often hindered by unexpected demand changes, resulting in fluctuating and occasionally high inventory levels.

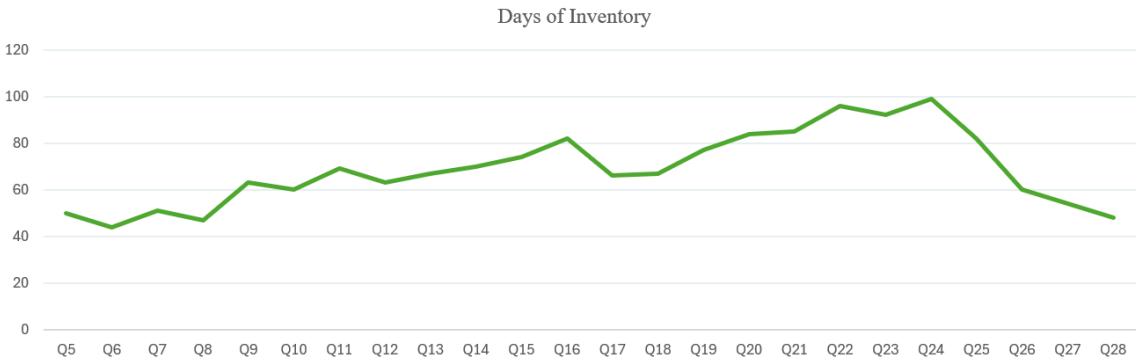


Figure 12: eMotion’s average days of inventory over six years

**1.2.3 Managing Overcapacity after Aggressive Expansion**

At the end of year 6, eMotion finished the simulation with 15 factory spots, 5 of them empty (Figure 13) – how had this happened? The simulation had started with eight factory spots running and two in construction. During the first three years, operations was struggling to produce enough cars to meet customer demand. The company’s sales volumes (Figure 14) and revenues (Figure 3) were growing significantly. As a logical step, operations started investing in additional factories as early as Q6, first in the US, later followed by China and Europe. At

the same time, eMotion exposed itself to more risks from potential demand shocks with each expansion. A study by Salehi, Afzal Aghaei Naeini, and Rouhi (2021, 1136) has shown that overconfidence of managers leads to considerably higher risk-taking. Our executive team's overconfidence had been fuelled by the company's previous success.

In Q15, eMotion was hit with a sharp decline in sales (Figure 14), resulting in excess inventory as the company kept using its factories at full capacity to justify the previous investments. While economic theories clearly indicate that such sunk costs should not impact future decisions, this rule is often ignored in practice (Sirois 2019, 398). Moreover, eMotion kept all factories running to keep cost-per-product low and capitalize on economies of scale. Ford, General Motors and Chrysler used a similar strategy before 2008 when they produced more cars than demanded by the market to spread their high fixed costs over more products (Segarra 2012).

Only in Q22, eMotion gave up on using the full range of factories and started shutting down individual spots. To execute this strategy, production had to be downsized and factory employees laid off in coordination with HR. In the simulation, this was an easy step without further consequences. In reality, layoffs due to factory shutdowns often damage a company's public image. For instance, when General Motors closed five production plants in 2018, 50.6% of respondents in a survey blamed the company (Brutger and Guisinger 2024). Collective layoffs are proven to negatively affect demand of a company's products and other marketing variables, but this effect is often overlooked in layoff decisions, as has been the case at Volkswagen and General Motors (Landsman and Stremersch 2020, 138). In fact, factory shutdowns are happening frequently in the automotive industry. For example, China has production overcapacity for EVs and even more for combustion cars. As a result, car manufacturers like Ford Motors and Hyundai have opted for running their factories at reduced capacity or stopping production altogether (Bradsher 2024). The risk of such unfavourable outcomes has to be considered prior to aggressive expansion investments.

### **1.3 Review of Innovation Function**

The automotive industry has been undergoing disruptive changes, predominantly the rise of EVs. This new form of mobility has also been a catalyst for various related innovations such as EV infrastructure, battery technology or connectivity. At the same time, sustainability is becoming a key industry concern (Trovão 2024). Eco-innovation can foster sustainable development by creating products and processes with less environmental impact (Istrițeanu, Badea, and Băjenaru 2024, 137). eMotion's innovation function was committed to not only facing current challenges, but being a leader in innovative and green technology. R&D investments were prioritized from the start, supported by targeted capital acquisition from finance. Ultimately, eMotion was aspiring to be like Tesla, known for its innovative green technology. Tesla focuses on incremental innovation to spearhead a global shift to renewable energy (Qin 2022). To maintain its leadership, Tesla has been spending about three times as much on R&D per car sold as competitors like Ford, Toyota or General Motors (Figure 15).

#### **1.3.1 Innovation Process Inspired by the Value Creation Wheel Method**

The VCW method is a tool “to identify solutions to complex problems through creativity, innovation and decision-making” (Lages, Fonseca, and Toh 2024, 13). When developing new cars, eMotion's innovation function had to make fast decisions under uncertainty. The VCW sprint (Figure 16) was helpful as an inspiration on how to find optimal and innovative solutions.

As a first step of the VCW, the challenge is defined and a diagnostic is presented (Lages, Fonseca, and Toh 2024, 13). eMotion's challenge was to develop cars that would maximize company value. Analysing the decision-making context, we considered consumer preferences, competitor activities and CO<sub>2</sub> policies from the simulation as well as broader trends in the automotive industry. The sector has recently faced multiple crises, such as the Covid-19 pandemic, semi-conductor shortages and the war in Ukraine, collectively resulting in increased

car prices (Cârstea 2023, 38). Regulations of urban traffic as well as subsidization of hybrids and EVs are increasing. By 2050, most major automotive markets are expected to be fully electric. Establishing EVs requires large investments in charging infrastructure and battery technology (Minică and Azuga 2020).

In the next steps of the VCW, ideas and criteria to solve the challenge are generated and then the best ones are selected (Lages, Fonseca, and Toh 2024, 13). Our options for new car models were limited by the simulation and included EVs and conventional cars of different categories with a range of attributes. After coming up with various possible filters, eMotion selected the following ones. First, a cut-off filter of only developing EVs was established, following the company's strategy and vision. Furthermore, each new car had to be technologically advanced and offer up-to-date innovative features. These first two criteria were based on Tesla's strategy. Tesla displays an innovation speed unmatched in its industry and is committed to fighting climate change through sustainable cars. The company's easy-to-use EVs have a long lifetime thanks to advanced battery technology (Saxena and Vibhandik 2021, 59–60). Additionally, each new model had to be aligned with consumer preferences in its production location. Applying this filter required cooperation with operations for production capacities and with marketing for consumer preferences. New models also had to be a strategic fit for eMotion's portfolio planning, which aimed to offer one city and possibly micro car for each region. Lastly, the required investments for new models had to be available which was discussed with finance.

In the “narrow” and “act” stages, all available options go through the defined filters until a final solution is decided, implemented and monitored (Lages, Fonseca, and Toh 2024, 13). This development process resulted in a fleet that was well-aligned with eMotion's strategic vision and market environment. Finally, the fleet consisted of three city, two micro and 4x4 cars as well as one business, sports, pickup and luxury model, mostly with highly innovative features. CO<sub>2</sub> fleet emissions had reached zero by Q15 (Figure 17), resulting in no CO<sub>2</sub> penalties, which

left the finance function with a higher investment budget. This had been achieved with an average quarterly fleet emissions reduction of 31.69% within 11 quarters.

### 1.3.2 Late Innovation Stagnation

However, the innovation function ultimately missed sufficiently monitoring the development of the fleet and its innovativeness. eMotion’s last two models started development in Q16. Until the end of the simulation in Q28, no new cars were developed and the company instead focused on relaunches of older and less advanced models. Innovation had failed to develop enough models to fully occupy the number of factories, resulting in unused capacities. This highlights a lack of coordination between operations and innovation. While the strategy was saving costs for R&D, average fleet age increased dramatically from 20 to 39 quarters, resulting in a decreased portfolio innovativeness. According to Spieth et al. (2023, 3460–61), such a development signals lower brand equity to consumers, therefore firms should offer a high level of innovation in each product instead of relying on a few innovative star products.

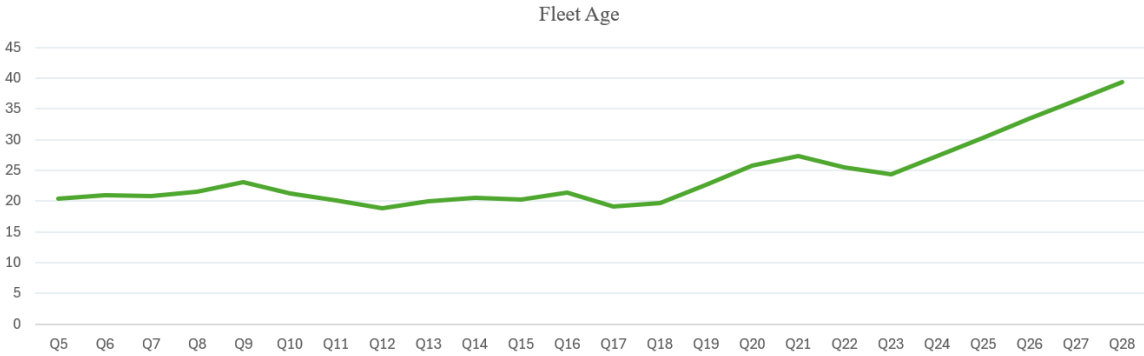


Figure 18: eMotion’s average fleet age. Rises drastically from Q23.

eMotion had entered a state of organizational inertia and stagnation. This has a decreasing effect on innovation activities which in turn negatively affects company performance (Moradi et al. 2021). If the simulation continued, eMotion would have rapidly fallen behind more innovative competitors. Resistance to change is especially present in the automotive industry due to its historic characteristic (Wells, Nieuwenhuis, and Orsato 2011, 123). For example, General

Motors started lacking on innovation after it became a multinational corporation and failed to adjust to upcoming markets, resulting in a split of the company (Failfection 2022). The same might happen to the German car industry if it keeps prioritizing combustion engines. Employees for example at Mercedes still do not fully support the concept of EVs (Posaner 2022).

### **1.3.3 Technology Investment Strategy**

When prioritizing R&D investments, the innovation function considered consumer preferences, industry trends and impact on sustainability. The first investment was made into sodium-ion batteries at the very start of the simulation (Q4). These batteries were going to be built into all the following models and provide a competitive edge. The decision was backed by market research which showed that consumers highly valued this technology, especially in the Americas (Figure 19). Lithium-ion batteries previously used by eMotion are expected to increase in price due to supply risks (Singh et al. 2023, 46). Developing extended sodium-ion batteries was in line with our sustainability goals, as their production causes less emissions and is more resource efficient (Ankathi, Bouchard, and He 2024, 13–14). The new technology is an upcoming trend in the automotive industry. For example, the Chinese car manufacturer BYD has recently made a \$1.4 billion investment in sodium-ion battery plants (Spence and Lee 2023). To increase EV charging infrastructure, innovation decided to participate in a joint venture instead of building an own network due to tight financial resources. Charging networks are critical to reduce range anxiety (Tao et al. 2024, 3876). EVs can be considered a platform business, as charging stations and EVs in the market need to grow in balance. Some companies approach the issue by partnering up to mitigate risks, for example VW incorporated its charging network into BP gas stations. In contrast, Tesla has been successful with its independent charging network, providing a competitive advantage through economies of scale, exclusivity and efficient coordination (Anderson et al. 2022). eMotion's choice of a joint venture ultimately prevented it from expanding its charging network, hindering further EV growth.

## **1.4 Conclusion – Cross-functional Collaboration as the Key to Success**

eMotion's performance has been analyzed in-depth across three functions while drawing comparisons with automotive companies such as BMW, Toyota or Tesla. From a marketing perspective, eMotion initially succeeded with its medium-priced portfolio of smaller cars, but also struggled with brand positioning, price fluctuations and a bloated marketing budget over the years. In its operations management, eMotion showed a high commitment to sustainability. While the company attempted to keep inventories low using best practice production concepts, overly rapid expansion resulted in overcapacity issues. The innovation function was able to build a leadership position in advanced technologies that were aligned with market trends. However, innovation stagnated at a later stage. The firm analysis highlighted that no function can drive success by itself, making the alignment between functions the central factor in shaping performance. For example, marketing and operations relied on a close collaboration to align pricing and production strategies. Furthermore, marketing research was crucial for innovation to develop new models in line with consumer preferences. Especially sustainability was a cross-functional effort. eMotion's sustainability rating of 81.8% (Figure 20) at the end of the simulation showed the successful coordination of all departments. While innovation developed cars with sustainable technology, marketing had to communicate these environmental benefits to consumers. Operations was responsible for producing these cars with minimal scope 1, 2 and 3 emissions. Finance translated the increased sustainability of the company into a decreased cost of capital by obtaining green bonds. HR had a positive impact by creating sustainability policies and trainings that in turn enabled additional green investments. Overall, eMotion demonstrated a strong and well-coordinated strategy with some areas for improvement. In the future, the functions should be integrated even more closely to achieve maximum flexibility for adapting to market changes and fostering new innovations. This way, eMotion can build a sustainable competitive advantage and continue its growth path.

## **2. Personal Reflection – Business in Practice as a Journey of Personal Growth**

When applying for Business in Practice, I was hoping that this program would be a journey of self-discovery and team building, and I was not disappointed. While it might seem like in a complex business simulation, success will depend on the team members' intellectual abilities, team collaboration was actually the crucial element in shaping our company's performance. After all, work teams are at the core of organizations because of their ability to solve problems collaboratively and make fast high-quality decisions (Rabhi et al. 2024, 158–59).

Even though I feel like our team displayed positive dynamics and high engagement from the very beginning of the simulation, I realized that it is impossible to behave constructively in every situation. Moreover, it is exactly these moments of imperfection that we can derive the deepest learnings from. As Carlson and Fishbach (2024) stated, “being willing to fail and learning from failure are both essential for individuals to achieve their goals”.

During the simulation, I created a detailed journal to keep track of each day's events as well as my thoughts and feelings. This later helped me in reflecting on the two critical incidents that had the highest impact on my personal growth. On the following pages, I will briefly describe each incident, analyse the causes of my behaviour as well as its consequences, and reflect on how I already adapted and can further improve in the future.

### **2.1 Critical Incident 1: Factory Expansion in China - Building Assertiveness**

#### **2.1.1 Description of the Incident**

During the first three years of the simulation, our team had reached excellent results in value added and was consistently on top of the leader board. Up to this point, we had been constantly growing our company, investing heavily and adding more and more factory spots. At the end of year three, we were facing the crucial decision whether to keep up this growth strategy and invest in yet another factory spot in China. While the operations directors suggested this as a

logical next step, I felt like this was a risky move as it would make us more vulnerable to future demand shocks. My suggestion was to wait for feedback on our expansion strategy in the simulation clinics. Despite my concerns, the team decided to invest in the additional factory. Soon after, the simulation clinics informed us that we might have already expanded too much and demand declined the following year, leaving us with critical high inventory problems.

### **2.1.2 Behavioural Analysis**

My behaviour in this situation highlighted one of my weaknesses as a team member. I often struggle to trust my own opinion, especially when facing resistance from others. My fear of being responsible for a negative outcome stopped me from pushing through my viewpoint, especially as I was the only team member actively advocating this strategy. At the same time, I was concerned with upholding harmony in our team that had been getting along very well so far and did not want to disrespect my operations colleagues of whom I had a very high opinion.

My response made me realize that our team, which always had a pleasant atmosphere on the surface, might have been harmed by an avoidance of conflicts. Even if it creates a comfortable environment, avoiding healthy conflicts actually undermines productivity and leads to suboptimal results. Debating about different ideas and concepts would have been crucial to find the optimal strategy and capitalize on each team member's contributions. While excluding any personal attacks, conflicts can be productive and necessary to carefully evaluate all options (Joosr 2015). According to a comparative study of team success factors, it is essential to address conflicts and avoid creating resentment within the team by ignoring them, which is only possible in a trusting environment (Gibson and Grushina 2021, 6–7).

Our team was lacking this trust, which stopped members from being vulnerable and risking mistakes on their part by engaging in conflicts. This is why it was difficult for me to express my opinion more clearly and assertively without feeling like I will be blamed by the team should

my opinion turn out to be incorrect. The team needed more psychological safety, which describes an environment where team members are not scared to speak up, disagree, take risks and make mistakes, leading to various benefits such as increased innovation, team satisfaction and performance (Brown 2024, 15). This concept does not imply avoiding accountability, but rather empowering individuals to make mistakes and derive learnings for the future (Brown 2024, 18). A recent study by Fyhn et al. (2023, 463) confirmed that psychological safety is strongly related to the performance of management teams. While it is important for every member to feel safe in the team, even a single person perceiving safety can positively impact performance. Arguably, the fact that I did not feel safe within the team had a highly negative effect on our results because I did not share my valuable insights in an effective way. Psychological safety can be increased by creating a positive and supporting climate with the belief that all team members have good intentions and mistakes are an opportunity to learn instead of a reason for resentment (West 2012, 131–33). My avoidance of the conflict also led to a lack of commitment, as I felt like my perspective was not sufficiently considered and the decision was therefore not my responsibility. If teams are not committed to their decisions, they end up being impacted by a fear of failure and the frustration of members that feel like their opinions were excluded. The only way to prevent this situation is fairly debating every perspective in advance while recognizing that certainty is never guaranteed (Joosr 2015).

Our dynamics showcased multiple issues that can arise in team decision making. For instance, social conformity often stops individuals from expressing opinions that go against the majority. Additionally, due to ‘groupthink’, close-knit teams tend to prioritize team harmony over the quality of decisions. This effect is increased in teams in a competitive setting (West 2012, 127–28). The ‘groupthink’ problem was especially present in our team as we were a very close group competing with other teams and overly valued our team harmony. Similarly, teams that are highly cohesive tend to perceive new ideas as a threat, leading team members to avoid

suggestions that challenge the status quo (West 2012, 159–60). This was also evident from my hesitation to advocate for a view that was countering the team’s growth mentality.

My lack of commitment to the decision resurfaced frequently in the following days. As our value added began to deteriorate due to insufficient demand for the number of factories we had built, I felt increasingly frustrated that I had not stopped this course of action and started resenting the operations directors for taking the wrong step. This attitude even resulted in some pointed comments from my side that this decision probably cost us the victory in the simulation. Obviously, my behaviour further worsened morale in the team that was already impacted by our negative results. Looking back, I am fully aware that I have mostly myself to blame for not making sure my opinion was heard and not being convincing enough.

### **2.1.3 Reflection on Alternative Approaches**

After this incident, I reflected intensely on what I should have done differently. I realized that since I was reasonably convinced of my viewpoint, I should have voiced it much more strongly and not given in to the operations directors’ resistance. Additionally, I should have provided more background information to the whole team and asked everyone to form an opinion, as most of the other directors did not even actively participate in the decision, making us lose their input as well. As tested in a long-term experiment, increasing direct participation of all team members in decision making significantly improves results. While group decisions usually do not reach the quality of the best individual’s, they can come close and reduce the risk of critical mistakes (Rutka et al. 2023, 192). But even before the incident, I should have made efforts to create more psychological safety in the team. Even though I had felt overshadowed by the operations director for a while, I had not addressed this underlying conflict as I thought it might damage our relationship. Lastly, we should have managed our time better as we only had a few minutes available for this decision. Efficient and productive work was prevented because we had used our time on non-urgent and non-important tasks (Dmytryshyn and Goran 2022).

#### **2.1.4 Immediate Improvement Efforts**

As an attempt to improve next time, I decided to communicate these issues to the operations directors to improve our team collaboration, which resulted in a very constructive conversation. Regarding my own behaviour, I made an effort to be more assertive with my opinions and overcome my fear of wrong decisions. When our team was facing high inventories due to the large amount of factories, I suggested shutting down a factory spot to stop inefficient production and save costs. All my team members resisted this idea at first, but I persisted and gathered information supporting my view while demanding sufficient time to discuss this option. In the end, I managed to convince the team and we closed a factory spot, which proved viable and even led us to repeat this strategy afterwards. Similarly, when our finance director proposed to cancel our subscription-based model to free up cash, I questioned the idea as I believed it would increase our inventory problems. By presenting my arguments and collecting additional insights from the simulation, I changed the team's perspective once again. Both of these consequent experiences improved my confidence and taught me the importance of advocating for my informed opinions and convincing the team with my analysis, even in an uncertain environment.

#### **2.1.5 Conclusion**

Taking the reflection a step further, it is important to balance assertiveness and openness to other views. While confidence is essential, of course it is still necessary to consider the possibility of being incorrect. Being overly confident can cause a loss of valuable insights from other team members and harm collaborative decision making. All team members are responsible for considering opposite views and encouraging everyone to actively participate in the discussion (Johnson, Heimann, and O'Neill 2000, 162). Consequently, I will aim to keep a healthy balance between confidence and humility in the future. In conclusion, this incident helped me improve my assertiveness, confidence and communication skills. It made me realize the need to actively ensure my opinion is being considered, especially if it deviates from a group

consensus. At the same time, my subsequent efforts in advocating my opinion more strongly highlighted my ability to take the lead in a team and have a crucial impact on decision making. Moving forward, I am committed to being more proactive and confident in decision making while still considering others' perspectives. In a team context, I will be dedicated to creating an atmosphere of trust and healthy conflicts.

## **2.2 Critical Incident 2: Team Charter - Individual Work Styles vs. Team Processes**

### **2.2.1 Description of the Incident**

Team charters can be an effective tool to establish shared norms and expectations (Feuer and Wolfe 2023, 78). At the beginning of the simulation, our team created a team charter with various structured processes and rules to shape our collaboration (Figure 21). The rules included a strict time management for our simulation decisions, enforced by our innovation director as a time manager, as well as update rounds at the beginning of each quarter to support effective information sharing and accountability within the team. Personally, I perceived these strict processes as unnecessary and restrictive. I believed that they were harming our flexibility and my freedom to make thought-through decisions and take detailed notes which I feared would impact both our results and the quality of my thesis. Even when the operations director offered to take notes for me, I did not trust her ability to produce notes up to my standards and refused at first. My attitude towards the team processes was evident to the team as I often provided short and half-hearted updates during our round and showed annoyance and resistance when the time manager demanded to proceed faster with a decision.

### **2.2.2 Behavioural Analysis**

My frustration with the processes from the team charter and my hesitation to trust colleagues with note taking can be explained by my analytical and individualistic personality. Difficulty

with delegating tasks can be caused by various barriers, in my case likely a fear of losing control as well as a lack of trust and confidence in my team members (Turaga 2022, 16:54–55).

According to Insights Discovery, I am a Cool Blue personality, which is known to prefer analysis, precision and individual work. In addition, I have some proximity to Fiery Red, a very straightforward and results-driven personality. However, our team included three Earth Green personalities, one finance director and both operations directors. These personalities value harmony, support and collaboration and therefore appreciated our structured update rounds. Moreover, our innovation director and time manager was a Sunshine Yellow personality and consequently relied heavily on involvement and recognition. Hence, his role as time manager as well as the opportunity to give an update from the innovation department in the round were crucial for his well-being and sense of contribution (“The Essential Guide to Insights Discovery Colour Energies and How to Use Them at Work,” n.d.).

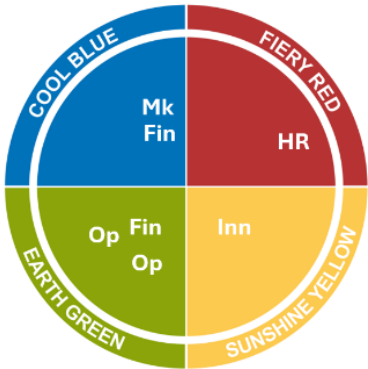


Figure 22: Colour personalities of the team according to Insights Discovery

It also became evident that our team had not spent much time getting to know each other’s work habits and preferences. Conflicts often occur due to a perceived incompatibility of team members’ ways of thinking and acting, which can be avoided by exploring these differences beforehand (Toegel and Barsoux 2016, 80). Especially a high level of diversity in functional background, which was present in our team as we had directors from five different business functions, can make teams struggle with resolving task conflict (Lee, Chung, and Hong 2022,

673). While team charters can help in agreeing on ways of working together, which is especially important in diverse teams, they are often treated as a formality instead of a binding agreement (Feuer and Wolfe 2023, 78–79), which is exactly what I did. With this behaviour, I undermined the various benefits of the team charter such as higher quality and frequency in communication, accountability and team cohesion (Snow Andrade, Westover, and Workman 2023).

The consequences of my behaviour ranged from delays in our decision progress to frustration of other team members, especially the Earth Green and Sunshine Yellow personalities who needed structured updates and a high level of collaboration. Eventually, I was criticised in the “tip top moments”, a process we had established to give anonymous feedback about highlights and most critical moments of each day (Figure 23). Some team members accused me of prioritizing my thesis and my department’s decisions over team collaboration. Especially my insistence on detailed and independent note taking was seen as a lack of team orientation. Additionally, during the peer assessment, my colleagues rated me lower in “keeping the team on track”, likely a result of my attitude towards time management and update rounds.

### **2.2.3 Reflection on Alternative Approaches**

Looking back, I understand that I need to balance my own way of working with the collective needs of the team. Even if practices such as strict time management and structured updates might not come naturally to me, I recognize that they can be extremely useful to enhance team effectiveness and ensure a sense of belonging and recognition for other team members, especially those with more collaborative personality traits. Time management is key in avoiding stress, for instance, the Eisenhower matrix can help prioritizing, delegating or rejecting tasks by examining their importance and urgency (Dmytryshyn and Goran 2022, 293). Employees’ attitudes towards time management are even proven to be positively related to work performance (Abugre, Minlah, and Nasere 2023, 141). Processes such as regular updates can also be crucial to improve team dynamics. In a group context, I need to be flexible to adapt my

working style to different team dynamics and needs. Furthermore, I need to improve my delegation skills which are crucial for leaders as well as their teams (Turaga 2022, 52). Otherwise, my focus on thorough analysis and distrust in my colleagues' work might seriously harm team cohesion and efficiency in dealing with time constraints.

#### **2.2.4 Immediate Improvement Efforts**

The criticism I faced in the “tip top moments” increased my awareness of the issue. As a consequence, I overcame my discomfort and began to trust the operations director with taking notes for my department. This step helped to streamline our processes and advance the simulation faster than before, giving us more flexibility in time for decisions. My effort of prioritizing the effectiveness of the overall team over my own impulse to keep control of my notes was well appreciated by my colleagues. Later on, I recognized that the operations director had taken detailed notes for me and that I can trust my team members to act in the best interest of everyone and I do not need to do all the work myself.

#### **2.2.5 Conclusion**

The incident highlighted the importance of balancing individual personalities and working styles with team processes and needs. Moving forward, my goal is to keep working on my flexibility and adaptability to different situations to make sure that my focus on analysis and strategy does not damage team collaboration. Taking into account my peer assessment, I will work on my ability to keep teams on track as an area for personal growth. Another key takeaway from the situation is that structured communication, time management and other best practices can increase team effectiveness and positively impact team dynamics, ensuring that all team members feel included and valued. After all, a strong structure of processes and norms is one of the enabling conditions for teams to succeed (Haas and Mortensen 2016, 72). By recognising the different needs as well as strengths of my team members, I can contribute to a more inclusive

and productive work environment. Overall, the experience demonstrated the importance of collaboration, trust and adapting to the team in achieving shared success.

### **2.3 Conclusion - Personal Learnings and Peer Assessment**

Overall, Business in Practice has demonstrated to me that there is always more to learn when it comes to teamwork and leadership skills. Theoretical leadership concepts can be helpful, but usually there is a gap between knowledge and how leaders act in real-life situations (Ahmadi and Vogel 2023, 507). In this sense, the simulation has provided me an excellent opportunity to explore my strengths as well as areas for improvement in a realistic setting. The first incident encouraged me to present my opinions more assertively for better decision-making and to create a psychologically safe environment in future teams. From the second incident, I learned that I need to balance my individual working style with team needs. Moreover, the peer assessment provided me with valuable insights about myself from my colleagues' point of view (Figure 24). My team highly rated my knowledge, skills and abilities, my contributions to the team and my interactions with teammates, exceeding my self assessment in these areas, which showed me that I can be more confident in the future. On the other hand, the team's feedback pointed out that I can improve on keeping the team on track, for example by adapting my individualistic work style to more structured processes. Lastly, I had overestimated my expectation of quality compared to the team's rating. This made me realize that while I am a very competitive person and cared a lot about our team performance, I did not show the same level of engagement for tasks that had no influence on simulation results. For the future, I would like to increase my intrinsic motivation and rely less on external awards.

I strongly believe that Business in Practice will have a lasting impact on my future career as I learned valuable lessons about both team dynamics and my own personality. My goal is to leverage these insights to create teams that are effective and supportive at the same time.

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## Appendix

### 1. Abbreviations

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## 1. Abbreviations

AI	Artificial Intelligence
BMW	Bayerische Motoren Werke AG
BP	British Petroleum, PLC
BYD	BYD Auto Co., Ltd. (Build Your Dreams)
CAGR	Compound Annual Growth Rate
CSR	Corporate Social Responsibility
DOI	Days Of Inventory (number of days it would take to sell the inventory at an estimated sales rate)
EV	Electric Vehicle
HR	Human Resources
JIT	Just-In-Time
Q	Quarter
R&D	Research & Development
ROI	Return On Investment
SOM	Sustainable Operations Management
US	United States
VCW	Value Creation Wheel
VW	Volkswagen AG

## 2. Figures

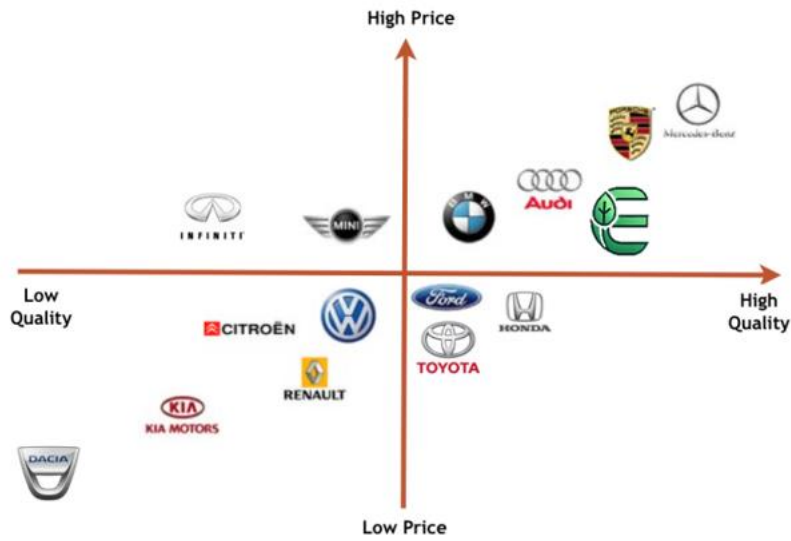


Figure 1: Positioning map of real automotive brands and eMotion (logo with green “e”) (Bellanger 2014), edited

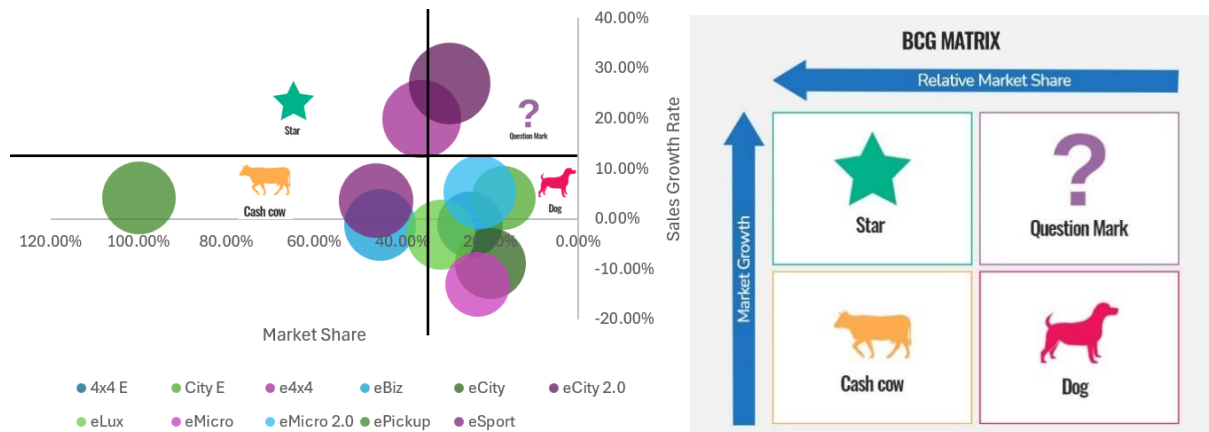


Figure 2: Matrix with eMotion data next to traditional BCG matrix (“Assessment of BCG Matrix, Its Need and Application” 2021)



Figure 3: eMotion's revenue per quarter in mio. \$

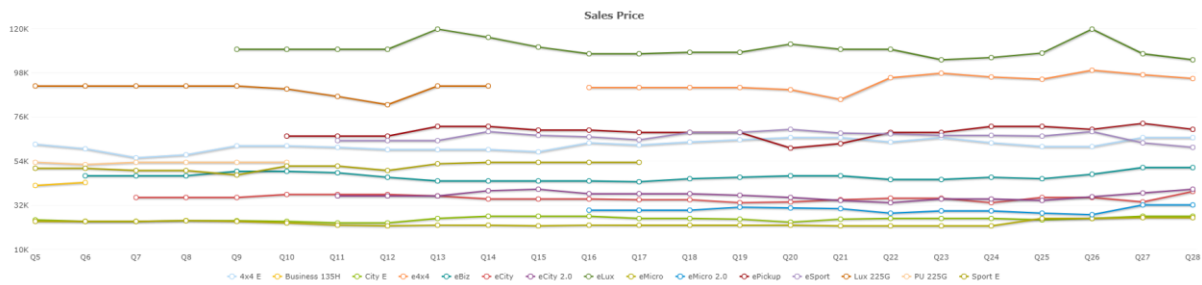


Figure 4: Sales prices of all car models, Q5 to Q28. Price changes became more frequent in the second half of the simulation.

Promotional Activities					Marketing expenses (yearly)
					\$988,838.00
<b>Customer Promotion/POS</b>	min			max	Gross profit (yearly)
Marketing Expenses	-20.00%	-10.00%	10.00%	20.00%	\$11,902,007.00
Demand	-10.00%	-2.50%	3.75%	5.00%	
Marketing Expenses change in \$	-\$197,767.60	-\$98,883.80	\$98,883.80	\$197,767.60	<b>ROI (for max increase)</b>
Demand change in \$ (change in gross profit)	-\$1,190,200.70	-\$297,550.18	\$446,325.26	\$595,100.35	<b>300.91%</b>
<b>Training/Service</b>	min			max	
Marketing Expenses	-15.00%	-7.50%	7.50%	15.00%	
Demand	-8.00%	-2.00%	3.00%	5.00%	
Marketing Expenses change in \$	-\$148,325.70	-\$74,162.85	\$74,162.85	\$148,325.70	<b>ROI (for max increase)</b>
Demand change in \$ (change in gross profit)	-\$952,160.56	-\$238,040.14	\$357,060.21	\$595,100.35	<b>401.21%</b>
<b>Online Campaign</b>	min			max	
Marketing Expenses	-30.00%	-15.00%	15.00%	30.00%	
Demand	-12.00%	-3.00%	4.50%	6.00%	
Marketing Expenses change in \$	-\$296,651.40	-\$148,325.70	\$148,325.70	\$296,651.40	<b>ROI (for max increase)</b>
Demand change in \$ (change in gross profit)	-\$1,428,240.84	-\$357,060.21	\$535,590.32	\$714,120.42	<b>240.73%</b>
<b>TV Campaign</b>	min			max	
Marketing Expenses	-35.00%	-17.50%	17.50%	35.00%	
Demand	-16.00%	-4.00%	6.00%	8.00%	
Marketing Expenses change in \$	-\$346,093.30	-\$173,046.65	\$173,046.65	\$346,093.30	<b>ROI (for max increase)</b>
Demand change in \$ (change in gross profit)	-\$1,904,321.12	-\$476,080.28	\$714,120.42	\$952,160.56	<b>275.12%</b>

Figure 5: ROI of four different promotional activities as calculated by the marketing director

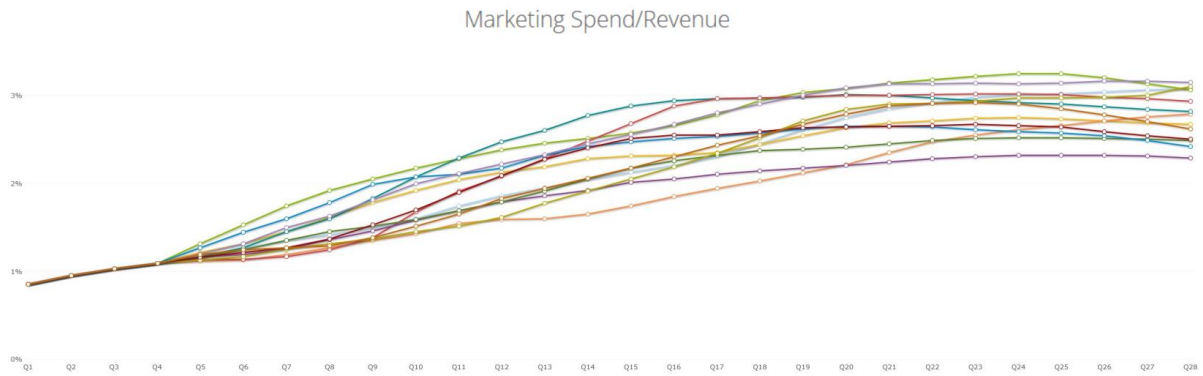


Figure 6: Marketing spend/revenue of all 13 competing teams. eMotion is represented by the light green line (frequently on top)

Sustainable Operations Investments by Scope

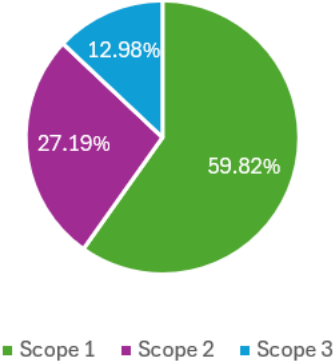


Figure 7: Sustainable operations investments by scopes in %. The quarterly offsetting of suppliers' CO<sub>2</sub> is excluded as its volume is naturally higher due to being a recurring cost.

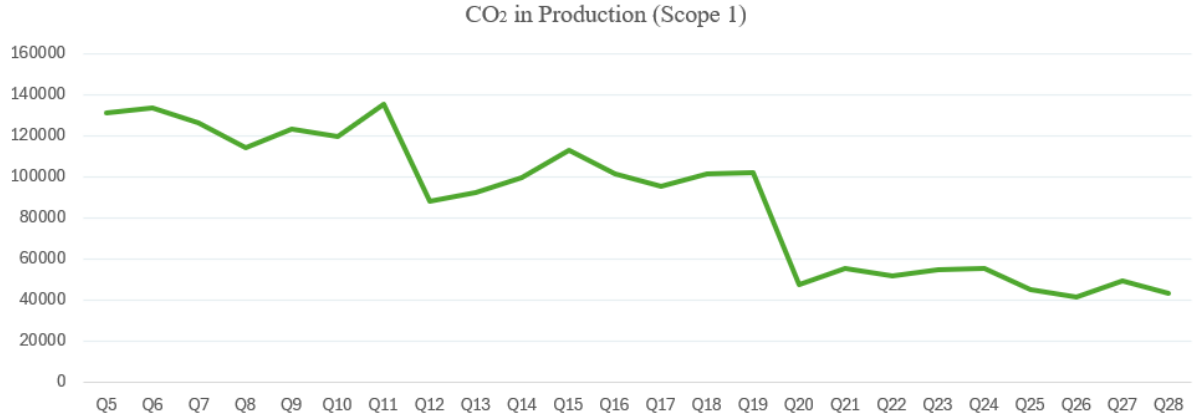


Figure 8: CO<sub>2</sub> in production, scope 1

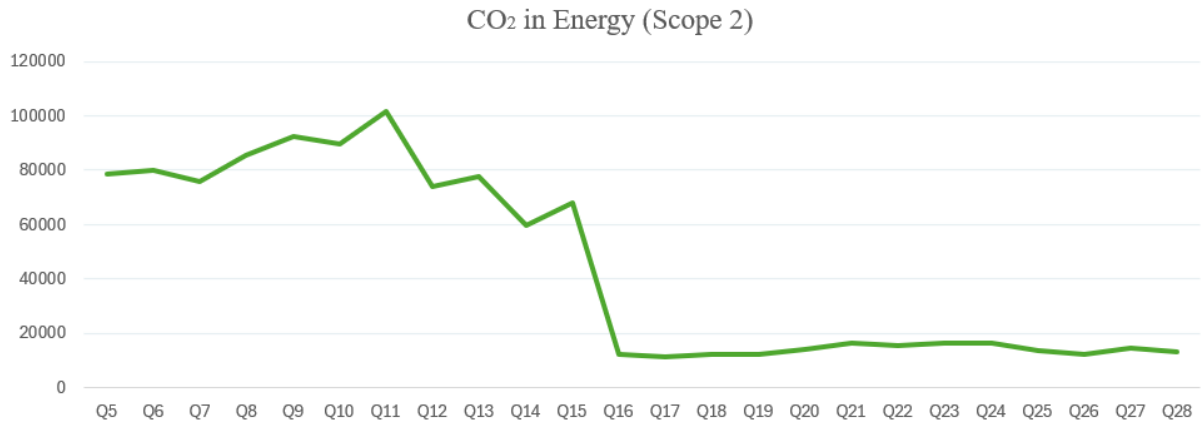


Figure 9: CO<sub>2</sub> in energy, scope 2



Figure 10: CO<sub>2</sub> in supply chain, scope 3

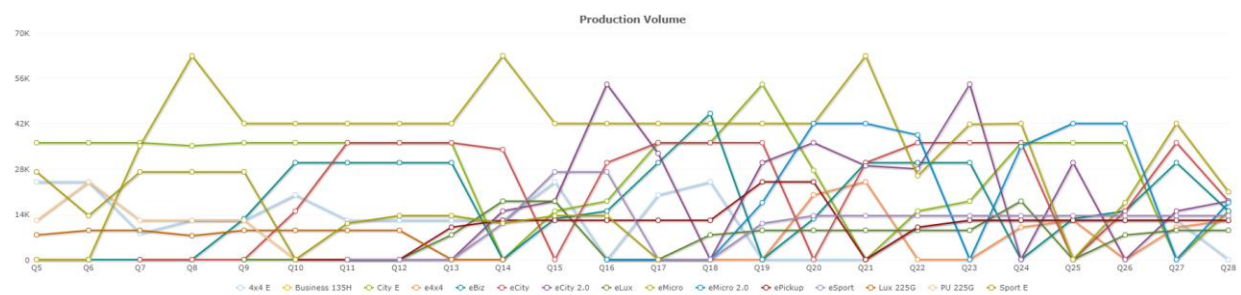


Figure 11: Production volumes of eMotion's models, Q5 to Q28 (highly volatile)

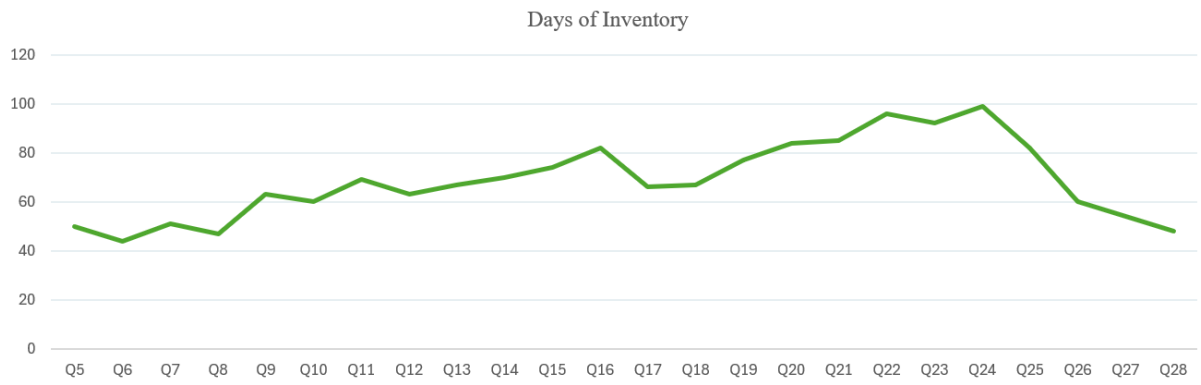


Figure 12: eMotion’s average days of inventory, Q5 to Q28

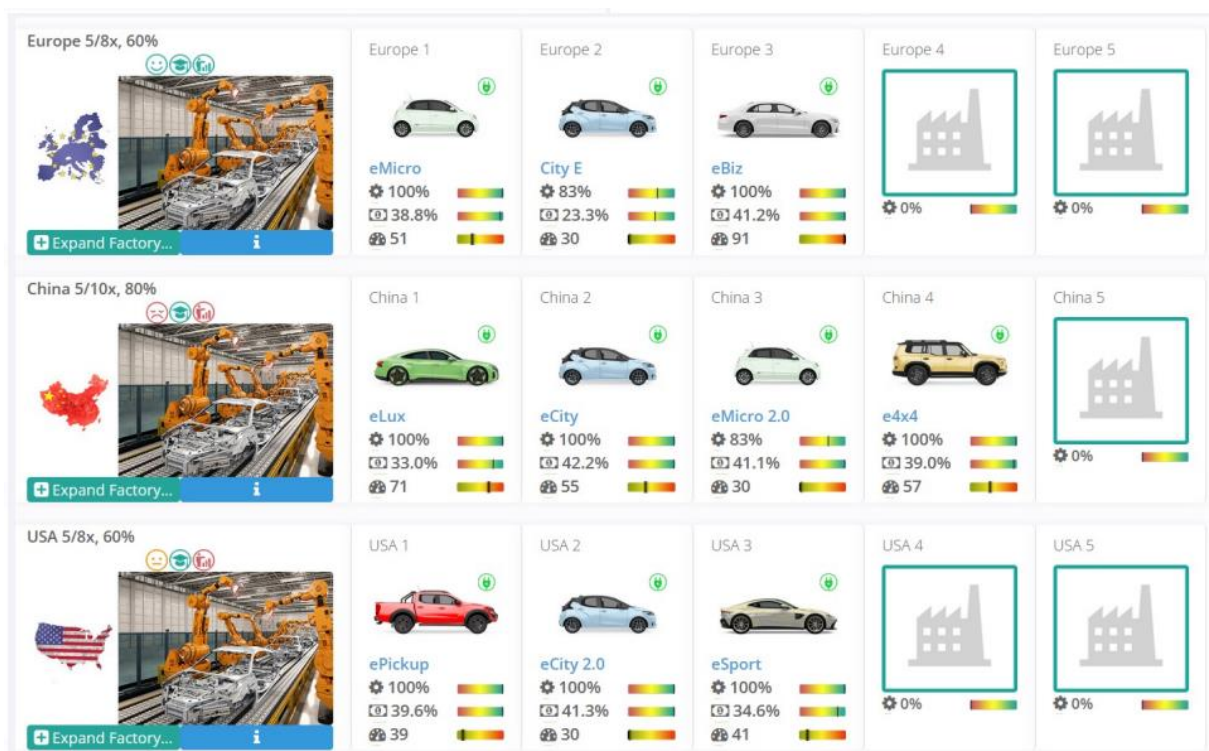


Figure 13: Factory spot usage at the end of the simulation (Q28)

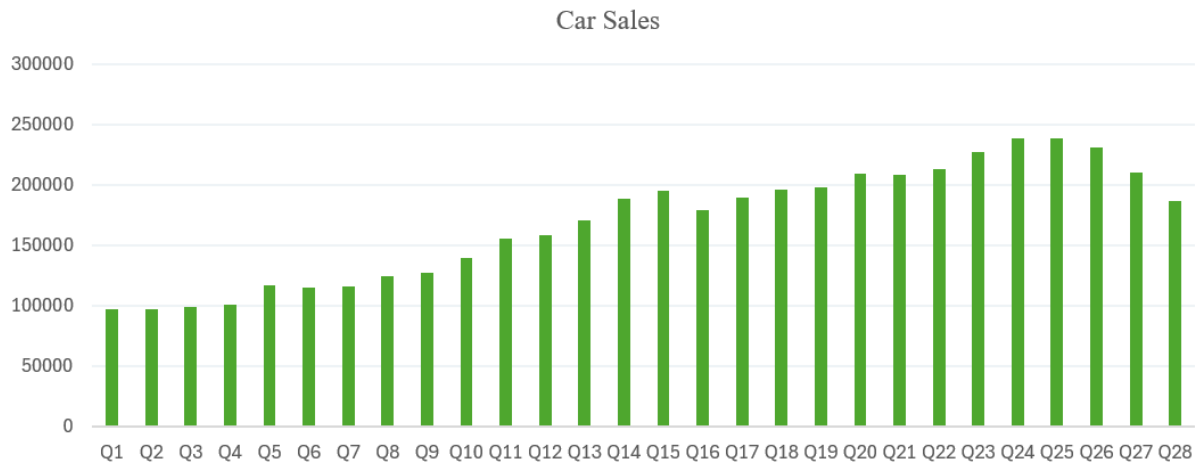


Figure 14: eMotion’s total car sales per quarter

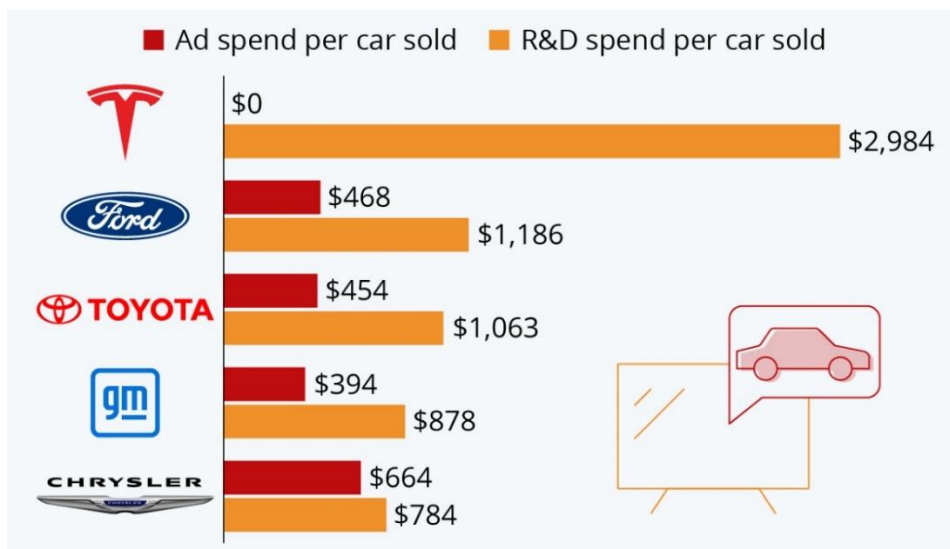


Figure 15: Advertisement spend and R&D spend per car sold for major automotive companies in 2020 (Armstrong 2022)



Figure 16: Value Creation Wheel sprint framework (“Value Creation Wheel,” n.d.)

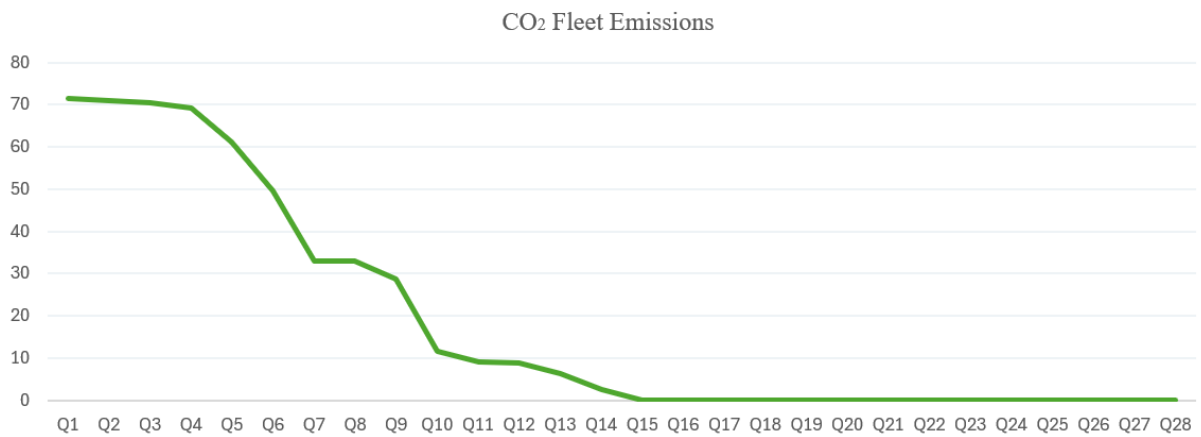


Figure 17: CO<sub>2</sub> emissions of eMotion’s fleet. Reaches zero in Q15 with full electrification.

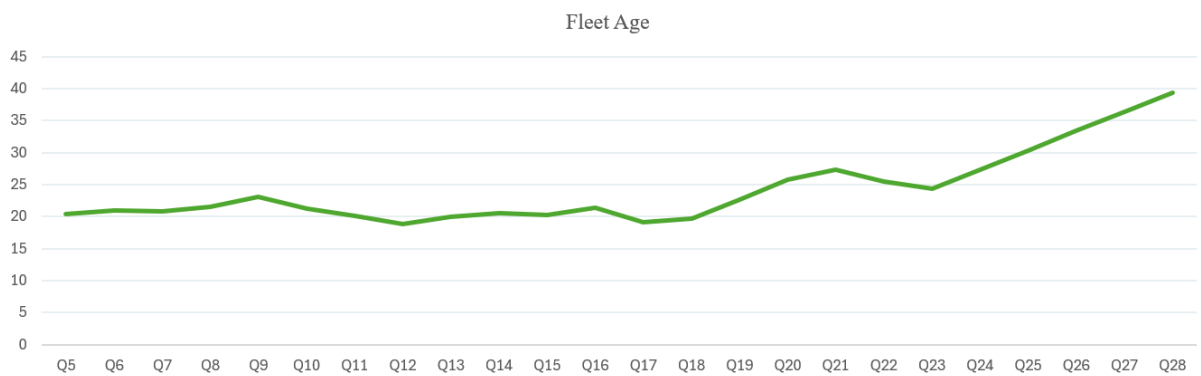


Figure 18: eMotion’s average fleet age. Rises drastically from Q23.

Consumer Preferences

Location	Preference	Rating
Americas	Battery Technology: Extended Sodium-ion (NA)	+++
Americas	Autonomous Drive: Level IV	+++
Americas	Engine: High	++
Americas	Autonomous Drive: Level III	++
Americas	Autonomous Drive: Level II	++
Americas	Motor Type: Hybrid	++
Americas	Motor Type: Diesel	++
Americas	Battery Technology: Extended Li-ion	+
Americas	Battery Technology: Standard Sodium-ion (NA)	+
Americas	Autonomous Drive: Level I	+
Europe	Motor Type: Hybrid	+++
Europe	Autonomous Drive: Level IV	+++
Europe	Battery Technology: Standard Sodium-ion (NA)	++
Europe	Battery Technology: Extended Sodium-ion (NA)	++
Europe	Autonomous Drive: Level III	++
Europe	Autonomous Drive: Level II	++
Europe	Motor Type: Diesel	++
Europe	Battery Technology: Extended Li-ion	+
Europe	Engine: Medium	+
Europe	Autonomous Drive: Level I	+
Asia	Autonomous Drive: Level IV	+++
Asia	Autonomous Drive: Level III	++
Asia	Autonomous Drive: Level II	++
Asia	Battery Technology: Extended Sodium-ion (NA)	++
Asia	Motor Type: Hybrid	++
Asia	Motor Type: Diesel	++
Asia	Battery Technology: Standard Sodium-ion (NA)	+
Asia	Battery Technology: Extended Li-ion	+
Asia	Engine: Medium	+
Asia	Autonomous Drive: Level I	+

Figure 19: Consumer car preferences in the Americas, Europe and Asia. Strong preferences especially for extended sodium-ion batteries and autonomous drive level IV.



Figure 20: eMotion’s sustainability rating



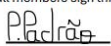
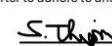
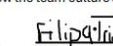
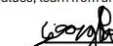
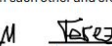
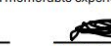
<p><b>BIP Group 6</b></p>		<p><b>Charter</b></p>
<p><b>Culture</b></p> <p><b>Attendance</b> Required for every meeting, if late inform the rest</p> <p><b>Performance</b> Active participation inside &amp; outside BIP hours</p> <p><b>Time Management</b> Assignment of time manager   Goals at the beginning of every meeting</p> <p><b>Communication</b> Channels: teams (docs) &amp; whatsapp (comm)</p> <p><b>Etiquettes/Attitude</b> No phones during meetings   Let each other speak fully   Don't insult</p> <p><b>Have Fun!</b> Every week at least 1 lunch with all 7   Bring a new joke</p>	<p style="text-align: center;"><b>Core Values</b></p> <div style="display: flex; justify-content: space-between;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Communication</div> <div style="text-align: center;">  </div> <div style="writing-mode: vertical-rl;">Motivation</div> </div> <ul style="list-style-type: none"> <li>• Accountability</li> <li>• Reliability</li> <li>• Honesty</li> <li>• Open Mindset</li> <li>• Active Participation</li> <li>• Respect</li> <li>• Energy</li> <li>• Flexibility</li> </ul>	<p><b>Roles</b></p> <p><b>Moderator Manager (rotates)</b> Moderated the meetings</p> <p><b>Notes Manager (all)</b> Taking notes of all own department and sharing these in teams</p> <p><b>Tip/Top Taker (Sebastian)</b> Takes all tips and tops after every decision moment</p> <p><b>Time Manager (Georg)</b> Makes sure we are efficient and take decision on time</p> <p><b>Happiness Manager (Tereza)</b> Makes sure energy stays high (taking breaks) and takes snacks</p>
<p><b>Decision Making</b></p> <ul style="list-style-type: none"> <li>• Use a <b>collective model approach</b></li> <li>• <b>Evaluate risk</b> and use a time goal</li> <li>• <b>Give arguments</b> when having an opinion</li> <li>• When deciding make a round and <b>hear everyone</b></li> <li>• If needed: <b>use a voting system</b></li> </ul>	<p><b>Conflict Management</b></p> <ul style="list-style-type: none"> <li>• <b>Face-to-Face Feedback:</b> use sandwich model and make</li> <li>• <b>Put yourself in someone's shoes:</b> to understand others needs and perspectives</li> <li>• <b>Use Tip/Top moment:</b> To reflect about resolved conflicts and provide feedback for the next time</li> </ul>	
<p><b>Agreements</b> all members sign this charter to adhere to and follow the team culture and values, learn from and with each other and create a memorable experience!</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  Alexandra         </div> <div style="text-align: center;">  Pedro         </div> <div style="text-align: center;">  Sebastian         </div> <div style="text-align: center;">  Filipa         </div> <div style="text-align: center;">  Georg         </div> <div style="text-align: center;">  Tereza         </div> <div style="text-align: center;">  Annabel         </div> </div>		

Figure 21: Team Charter of eMotion (Team 6)

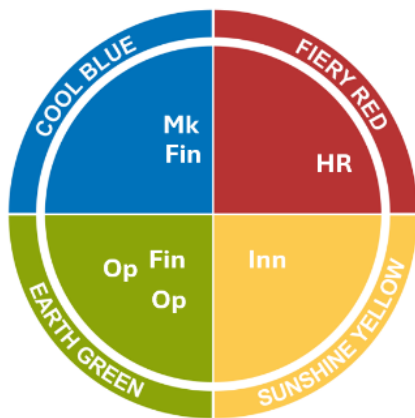


Figure 22: Colour personalities of the team according to Insights Discovery

Decisions Y1	We managed our time really well. Great work between different roles. Decisions aligned with our strategy.	Our group was not super organized at the first quarters but our time keeper reminded us that first it is important just to get an overview of each role and not starting right away making decisions. So it was something that we manage to improve at the moment and we should keep in mind. Do
Decisions Y1	We kept the spirit high and we are on a good way of keeping our eye on the ball and formulating an strategy, this personally gives me a team spirit feeling. The time management really helped today to keep it, can even be more!	Letting all people speak and keeping the overview as I think we already did well but some people could not make their way into the group. So keep it together with the groups moments and inform everyone and have the brain storm moment
Decisions Y1	I am really satisfied with the overall dynamic of our team during this first year of decisions. Especially the time management improved a lot!	Maybe we could try to ask more questions to the industry masters and take more advantage of their presence on campus, in order to better understand the dynamic of the simulation itself
Sales Pitch	We managed to keep a positive mindset throughout the day even though the extra work regarding the sales pitch came as a surprise. I believe we managed to structure the task quite well by discussing the content first and splitting the workload after. The highlight of today was when we agreed on who to present. I believe we managed to decide this in a fair way by saying that the ones that will not present tomorrow will do the other pitch next week.	What I believe could have gone better is that we should have all gone around in circles letting everyone voice their ideas before digging deeper. We all were quite eager to say our ideas, but I noticed that this quickly lead to team-members talking when others tried to say their ideas. I believe if we had appointed a team leader in the beginning of the meeting, this would have been easier to mitigate.
	3 Well just look at the score board ;)	The note taking. I hope (I am sure we do) we keep a unified feeling as a group and do not become to individualized or only doing stuff just because it will look good for the dissertation (as I likeeeee our connectness right now (hart emoji))
	3 We reached great results and really got a motivation boost out of that, good time management again Sticking to our plan and strategy keeping ourselves always motivated. Again all the interaction between all roles to take the 3 best decisions.	I feel like today we had some big decisions that were decided too quickly or without properly agreeing, maybe we could have used voting there or at least used more time on it, even though we were in a rush. One thing was picking the brand identity and the other one about doing the expansion of the factory in Asia before the clinics session, which the latter I didn't really agree with, but I also should have voiced my opinion about it even more because now I have the "lack of commitment" where I feel like I don't stand behind this decision. Manage our time better when we are taking notes during the simulation, so we dont lose time needed to make our decisions but at the same time making sure we take notes of everything relevant

Figure 23: Comments about time management and update rounds in “tip top moments” survey. Comments on the left are about positive, on the right about negative aspects. It is evident that multiple team members liked the structured approaches and indirectly criticised me for focusing on my own notes. Meanwhile, my own comments express that I was stressed by time pressure (see second last comment).

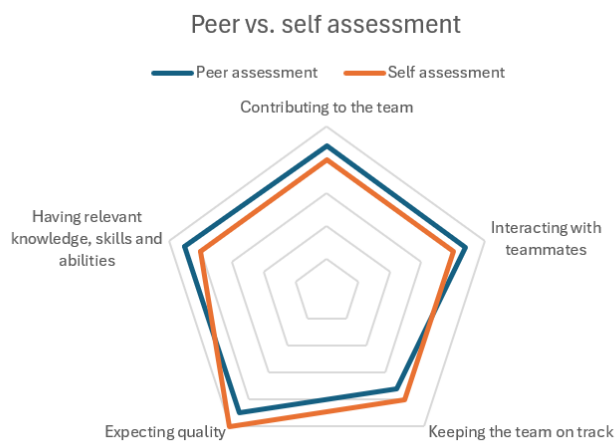


Figure 24: Peer vs. self assessment