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BUSINESS IN PRACTICE

Overview and introspective examination of team dynamics in a business simulation of a
multinational automaker's electrification and automation transition – The Journey of Enovia

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1. Abstract

The dissertation inspects strategy, human resources along with the innovation area for managing Enovia, a simulated multinational automaker. Through electrification and automation, the company navigates change. The study applies frameworks such as SWOT, PESTEL in addition to Porter's Five Forces - it shows how sustainability, technological investment, and cross-functional integration shaped decisions and long-term competition. Critical events further accentuate the importance of teamwork, communication next to reflection when facing challenges. The project states that strategy, innovation, human capital alignment promote both organizational output but also personal change within a changing, competitive and dynamic setting.

2. Keywords

Business simulation, Apply theory in Practice, Automotive, HR, Strategy, Sustainability, ESG, Electrification, Teamwork, Leadership, Management, Business Function Integration, Innovation Management

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3. Firm analysis

With the start of the new millenia, the automotive industry is currently undergoing one of its biggest shifts. This shift comes due to growing concerns over the environment and a global effort to achieve increasingly high levels of sustainability, and, as UN states, (UNEP 2025) it will be responsible for about 30% of all Greenhouse Gas Emissions in the near future. In fact, the current transition requires a global effort to shift as much transportation as possible to electric.

In response, consumers are now flooded by an immense array of options, from electric to hybrid to good old-fashioned fossil fuel-powered vehicles, and companies are fighting for a piece of this market as fiercely as ever. Furthermore, with gasoline vehicles losing its demand in the market, due to these raising concerns, there has been a major upcoming of EV, which pose themselves as a more sustainable option for the time being. As such, car brands are being created like never before, only in China over 50% of car brands are less than 10 years old, (Motor1 2023) as well as investing heavily into new campaigns, such as Renault's effort with the new *Renaulution* campaign, to reinvent their future and creatively shift to an electrified fleet. (Renault Group 2025)

The following report describes how Enovia, a car brand wandering through this ultra competitive and dynamic market, with most of its fleet consisting of traditional gasoline cars, reacts to these constricting regulations on carbon emissions, a dynamic and fast-paced technological landscape and this growing consumer preference for electric vehicles. (McKinsey & Company 2023) It must adapt to this challenges, and the information below breaks down the operations of three different departments throughout this journey: Strategy, HR and Innovation.

I. Review of Enovia's Strategic performance

Diving deeper into the functions of the company, it would not make sense to start with anything but strategy. At the core of each company's journey, there is always a strategy. Failed a certain goal? Maybe reanalyse strategy. Achieved what it set out to do, thank strategy and review if it still makes sense. Strategy is what makes an enterprise run forwards, what centers it and focuses it on a goal, assuring assures that employees are all rowing in the same direction. As Sun Tzu once said, *Tactics without strategy is the noise before defeat*. This quote has such a powerful meaning when it comes to the business environment in the BIP. Without a strategy, without harmony in every decision, each change would just be an isolated action, independently of how smart the decision might be. However, with the correct planning and build up, each decision made can perfectly blend into the great scheme of things, and will play its part, even if small, in the company's success.

As such, we started with an external market study using the PESTEL (Figure 4) and Porter's Five Forces (Figure 8) frameworks in order to lay a strategic basis. It gave us information on the industry dynamics and macroenvironmental elements that affected our company operations. Porter's Five Forces evaluated the industry's attractiveness (Bruijl 2018) and the intensity of its competitors (A, B, and C), whereas the PESTEL study determined external variables that affected demand. (Çitilci 2019)

i. Strategy Development

Moving inwards, to help define the global strategy, we also performed a SWOT analysis. This framework is key to identify what the company should focus on, both to change and improve while also to assess which assets it currently has to thrive. (Gürel and Tat 2017) As such, and after building this iconic framework, it became clear of which investment areas were necessary and in which direction the company should head towards. By analysing its

weaknesses and combining it with the opportunities, 3 main ideas arose. Firstly, there were major incentives to invest in sustainability, specifically in the electrification of the car fleet, not only because of how poor the company was performing in such regard in the start of the simulation, but also to ride the wave of increased regulations and benefits regarding sustainability combined with the growing demand for EV vehicles. (International Energy Agency 2025) Secondly, there was a massive opportunity lingering around for technological development. Thus, investing heavily in R&D became a priority as well as leveraging the current technological developments in the overall market, so as to keep one step ahead of the competition always. Thirdly, expanding the fleet of cars would allow the company to have more revenue streams and to further show investments made in new technologies and to benefit from the investments previously mentioned, while increasing appeal among several customer segments, similarly to BMW's strategy.

Furthermore, and to finally make ends meet, Michael Porter's competitive advantage analysis was made. This framework highlights that there are three types of ways a company can follow to achieve a competitive advantage: Cost-Leadership, Differentiation and Focus. Firstly, when following a cost-leadership strategy, the intention is to create value by minimizing expenses across all aspects of the value chain. It highlights economies of scale and efficient processes. Toyota is regarded as the prime example of cost-leadership, as their focus is precisely centered on what was described prior, and they have been industry leaders, while still following this strategy. Secondly, by following a differentiation strategy, different firms focus on products that customers value. A firm achieves customer value through its brand, quality, design, or service. (Miller 1992) (Porter 1985) Apple but also BMW exemplify this; they use good design and new ideas. Lastly, focus intends to serve niche markets, blending focus with either cost-leadership or differentiation. (Porter 1980) Taking into account these three distinct strategies and all of its intricacies, only one option became clear. Following a differentiation strategy, by

focusing on a broad fleet of vehicles, in different models to attract as broad of a customer segment as possible, and on cars with premium features and innovative technological advancements. These would not necessarily be luxury or high-priced cars, they would just be vehicles that make competitors' seem like they are lagging behind technologically. This model is similar to the one followed by BMW, as mentioned previously, or Mercedes, as their fleet also has cars in varied pricing segments, while providing high-quality and highly technological products. BMW in Europe has a fleet of over 20 families of models, (Gear Patrol 2025) which is a number higher than what Enovia intend, but is still an indicator of the overall strategy of range that was intended, as this fosters its appeal among a large array of customers.

ii. Enovia's Vision, Mission, and Values

To clarify the execution of the strategy, Enovia's vision was "Leading the future of mobility through innovation and sustainability." This showcases its direction into being leaders of a sustainable future. Adding to this powerful idea, the mission statement further expands its meaning, as Enovia's mission is to "Lead the electric mobility revolution by delivering cutting-edge innovation, investing in sustainable operations, empowering our people and putting consumers at the heart of everything we do." While paralelly making sure to maintain its values at the core of all operations, them being: Teamwork, Efficiency, Accountability, Communication, Empathy, Flexibility, Honesty, Transparency & Fun. These values were especially valuable in the team environment during the simulation, and some will be discussed further in the Personal Reflection section.

iii. Sustainability

As referred by the mission statement and the vision of the company, sustainability was always at the center of strategy. There had to be a major effort by all departments to strive for higher sustainability ratings. This presented at least one major challenge, which is the battle between

financial expenses and sustainability. Data suggest there is a difficult relationship between these two measures. Sustainability projects do help the environment and people, but they also affect finances in a subtle way. (University of Gothenburg 2024) Thus, some kind of measure to prioritize investments is required, to determine which ones would be committed first. And it became evident, that all departments needed to invest first in green investments. How to differentiate between green and non-green ones? Investing first in the ones that could contribute to the issuing of green bonds in the financial department, in order to create a good virtuous cycle of sustainable investment and assuring financial availability of money.

iv. Strategy Analysis

In order to determine this strategy's level of success, three main KPI's were recorded and analysed. Firstly, the primary and main measure that overshadows all the others was the Economic Value Added. As a financial indicator, this calculation aims to assess how the returns exceed or concede the cost of capital. (Copeland, Koller and Murrin 2005) Additionally, to measure non-financial metrics, Enovia's sustainability journey was kept in check using two different measures: CO2 emissions and sustainability rating. Regarding CO2 emissions, these are classified as a major indicator of performance in this sector, due to the potential decrease in penalty payments. (Palea and Santhià 2022)

Regarding the EVA, in Y1 it started decreasing, as there was already a greater weight on invested capital rather than revenues. Throughout the first three years, this ratio not only did not improve but it actually plummeted even further. However, this decrease was not an unsatisfying result, because it aligned with the strategy. This depression in EVA is easily explained by the sheer amount of investments made up until Y3, ranging from the release of a few new models, such as the BusinessE, without the adequate time to breakeven with them, to the technological improvements such as Sodium-Ion batteries and Artificial Intelligence, so on.

However, from Q18 onwards there was a shift in the outcome. Since the investments were already made and well underway, it was time to reap the fruits that were planted previously, and there was an explosion in the EVA, eventually reaching a value twice as high as at the startpoint, by the end of Y6. This growth burst was accompanied by not only a secession in invested capital, but also by an increase in sales and revenue, a decrease in costs, the benefits of economies of scale and also of an obliteration of CO2 penalties, as shown in Figure 9, which leads us to analyse the other two sustainability-focused indicators. As for CO2 emissions and the electrification of the fleet, from Q19 onwards there were no more gasoline-powered vehicles in the fleet, thus confirming the success of this electrification strategy, which contributed also to a sustainability rating of over 80%, (Figure 6) having raised more than fourfold.

In summary, this strategy worked out as planned not only in the most important measure for a business, its economic value, but also in a majorly important field for society and, humanity as a whole, which is sustainability. By uniting its decision power towards this common goal, these became possible to achieve. However, it would not have been possible without its driving force. Without the people who actually made it possible: the Workforce.

II. Review of Enovia's HR performance

No company can thrive without an effective HR department. (Becker and Gerhart, 1996) Its main tasks? Keeping employees happy, making sure there are no staff shortages, assuring all departments run smoothly and are properly managed. According to the Value chain framework, (Zamora, 2016) this human-focused department is one of the most relevant support activities. In the case of Enovia, it was no different, and the HR department set out very clear goals from the beginning of Y1 for its strategy. Optimize factory operations, in financial terms but also logistic; maintain satisfaction and motivation always sky high, focusing on compensation and

benefits for this matter; and, hiring supremely qualified managers to oversee operations in the different product lines. To assess its success, three KPI's were supervised over the years: Employee Satisfaction, Management Motivation and Staff Expenses / Revenues.

i. Workforce Planning

Workforce planning is perhaps the most intertwined branch of the HR department with the rest of the company. Why is this? Well, for the operating departments the workforce is going to actually be part of their operations, there is no point in having a state-of-the-art factory if its staff is not enough nor qualified to do quality work, and for the finance department it represents a major piece of the revenues, as staff expenses account for over 20% of revenues. Thus, there was a need not only to ensure that each department had a very skilled pool of talent, but also that expenses were not running too high. The first one was achieved rather easily, by assuring, that the proper qualification was given to the employees, while also ensuring that the managers were of extreme quality, when it came to Sustainability, Digital Expertise, and other qualities such as Innovation Management, qualities which were relevant and categorized for each project individually. The second one, was achieved through a strict policy of spending. As staff expenses represent a major slice of revenues, it was necessary to save every penny possible. As such, one could not simply increase the salaries, nor the qualification spending, as high as possible to achieve satisfaction, because it would lead to unsustainable spending levels, meaning that every quarter an analysis joined with the finance department was made to supervise how much was necessary to save for each quarter, and to set a roof for HR spending.

ii. Compensation

Splitting itself into two branches, compensation is an essential feature of Human Resources Management. As for its two branches, we have the opposing yet complementing financial and non-financial benefits.

On the one hand, monetary compensation was always an esteemed value of the company. As a key pillar of the HR strategy, compensation was above the market average, as measured by the COMPA ratio. Simply put, the COMPA ratio measures the ratio between the employee's salary and the expected market salary for the same position and skillset. (Pave, 2025) If it is positive, it means the employee's remuneration is fair and over what he is expected to earn, a good compensation, and if not, well, tough luck buddy. As highlighted by Figure 10, there was a growing tendency of Managerial Salary levels, which contributed to a continuous level of high motivation, eventually reaching 100%.

Furthermore, as for factory staffing, remuneration was also utilised as a means to maintain satisfaction to its maximum. It was mostly stable from 2024 to 2030, with adjustments regarding inflation, and optimizations to balance costs.

On the other hand, there is the least analytical non-financial compensation. These include all the employee benefits one could have, for example education programs, health-care, well-being offerings, and even the culture could serve as perhaps compensation. (Test, 2024) For example, in Enovia's case, there was a clear effort to train employees and provide them with the education as a way to motivate and increase their engagement. These efforts include the training program in Digital and Sustainability Expertise, and also in 2028, as a way of maintaining employees' knowledge, there was an Internal Upskilling of Digital Expertise skills, which made sure the company did not fall behind technologically. In addition, for the factories there was a continuous push to qualify the staff as most as possible, especially when new workers were brought in. (Rule, 2023)

iii. Diversity & Inclusion

Enovia prides itself in the diversity level of its workforce and since 2024 it has made considerable attempts to fight issues such as workplace discrimination and gender inequality.

As a result, about 50 % of the managerial roles are held by women in 2030, and out of the whole workforce there is a wide variety of different ethnicities and nationalities. These results were achieved through a hiring policy that not only focuses on attracting and retaining the best talent, to benefit from different and diverse perspectives as a way of increasing its pool of talent and skillsets. (Agolla and Ongori, 2007) (Rock and Grant, 2016)

iv. Green Investments

The following green investments were made throughout the simulation: Creating a Sustainability Policy, Sustainability Policy Training and Sustainability Awareness Training. These investments were a key part of the HR strategy from the start, since they are invaluable not only sustainability-wise but also for the other departments, namely Finance and Operations. As for the former, being sustainability-driven projects, they function as a step towards a more sustainable work environment, providing employees tools and education to achieve high performance without looking down on sustainability. Regarding the latter, these investments were also key to blend HR with the other company's departments. As for Finance, since they are green investments they count for green bond issuance, for Innovation and Operations they enable further investments to be made, such as Offsetting Supplier's CO₂. (Jelti, Allouhi and Tabet Aoul, 2023)

v. KPI

Regarding the role of HR and its success, three KPI's were kept in mind, as mentioned previously. Upon analysis of the two regarding employee well-being, namely motivation and satisfaction, it is possible to conclude that the strategy had a tremendous success, as the levels of both of these parameters remained as high as possible throughout the 6 years of operation, revealing the impact of the compensation, D&I and planning measures. Furthermore, and analysing the other KPI, the ratio of Staff Expenses / Revenues, although there was an increase

of about 6% in the first few quarters, and its value remained constant at this high level close to 30%, by Y5 it started plummeting down once again eventually going under 20%, which is 5% smaller than the initial level of Y1, and a considerable win in terms of employee management. Regarding this last ratio, an increase is definitely not ideal, thus the first few years were not a positive indicator, although it has to be kept in mind that it was also part of an investment period for the company, with factory expansions increasing expenses drastically, so the increase was not a major concern.

However, by comparing these values to other major car brands, for example with BMW which has a ratio of approximately 9.5%, according to Reuters, there is still a long way to go to optimize this ratio to its entirety, which could be achieved through the further establishment of Economies of scale and by automation of the supply chain, for example. (QuotaPath, 2025)

III. Review of Enovia's Innovation performance

The goal was clear from the start. Innovate, Innovate and Innovate. It is evident that innovation leads to a competitive advantage, or at least it is one strategy to do so. Why is this? Why is innovation so important? Also, how do we determine how to time it properly? Finally, how was Enovia's Innovation department's journey and role within the company?

First and foremost, let us bring back Enovia's mission. "Leading the future of mobility through innovation and sustainability." The two pillars of this mission were innovation and sustainability. For the latter, it will be intertwined with the innovation's made. As for the former, there are numerous evidence that showcase the immense value of innovation. (Llopis-Albert, Rubio, and Valero 2021) It is a key driver of competitiveness. Embracing change is a proven method for differentiation, as it can bolster firm competitiveness, improve processes, and even profitability. It does this by meeting new market demands and enrich its adaptability capabilities. Nothing exemplifies this more than Tesla's strategy to breach into the market and

having the world's best-selling car model in 2023. (Best Selling Cars, 2024) Their developments in new battery technology, utilising state-of-the-art lithium-ion cells, which were major advancements at the time they were introduced into the market (EV Lectron, 2024) (Lambert, 2018); artificial intelligence, both in their processes, which were tremendously supercharged and optimized from AI-powered robot arms, and in the autonomous driving feature, which proves to be a very safe option, registering just one crash per 7.08 million miles navigated, being at least ten times safer than traditional drivers from the United States; (Analytics Vidhya, 2025) and software developments, with the new OTA system being implemented and improving safety and the experience of the user, paving the way to a new way of doing things in the automotive industry. (Harvard Business School, 2016)

Notwithstanding that BMW is the best model of comparison in terms of the overall strategy, when it comes to Innovation there was a lot of influence from what Tesla made. This derives mainly from the noteworthy uprising that the American car brand basically singlehandedly started when it comes to Electric Vehicles. However, and since Enovia aspires to achieve its own success, it should take something from whoever suits it best. Following BMW's premium and broad strategy, while implementing Tesla's innovation modelling was a critical factor in its achievements. But where to draw the line? Where does innovation thrive and when does it not?

i. Product-Life Cycle

To better answer the previous questions, one should introduce the product cycle. This framework was a relevant parameter to determine the stage where the product was moving. There are four different options: introduction, growth, maturity and decline. (Iveson, 2022) Every single one of them has its own map of sales and profitability. The introduction stage has high costs and uncertain sales. During growth, sales increase along with rivals' entry. The maturity stage has market saturation plus more competition and a decline sees falling demand

because of obsolescence or changing preferences. This framework should always be taken in with a pinch of salt, as it is a flexible tool instead of a consequential flow of events. Nevertheless, during the simulation it provided us with a way to determine when there was a need to continue or discontinue a certain vehicle, and when it was necessary to launch or relaunch a model.

ii. Enovia's Innovation

As mentioned previously, there was a significant effort to breakthrough the norm and create novelty, thus justifying the massive investment incurred from Y1 to Y4. Investments, such as Sodium-Ion Batteries (\$250M), AI Implementation (\$500) and Cyber Security (\$400M), which amounted to a total of around \$9 billion in the first 4 years of operation, including launching new cars. At first sight, this seems like an absurd commitment and an over-investment. Regardless, this was the most prominent link between this and the financial department, as every investment had to be run through the finance managers and analysed thoroughly, and each capital allocation was carefully planned. One example that showcases this is the fact that most of the investments (excluding the car launches and the ones that required superior Digital Expertise skills) were already possible from the starting point, thus it required a proper timing to commit to then so as to not overrun the finance department with crippling debt.

That being said, irrespective of how hard it might be to prove whether or not these investments were all necessary since there is no way to figure out what would have happened without them, some KPI's were still defined. The most relevant ones was CO2 Fleet Emissions, CO2 Penalty/Bonus and the classic Sustainability rating.

As for the Carbon Dioxide metrics, as we can observe in both Figure 5 and 9, since Q20, the end of Y4, the fleet was totally electrified. This meant that there was an intention to put forward

the continuous deactivation of carbon emitting models, which represented about 50% of the original fleet in Y1. This remarkable victory was of uttermost importance, both from an economical and from a sustainable standpoint, because with every g of emission there were penalties associated, meaning more costs and less benefits associated with green technologies, and from an ecological perspective, vanquishing emissions shepherds the company into a sustainable, and, ideal according to the strategy, path, and helps to leave a positive impact on the world and society. Additionally, this effort combined with the investments comitted in green technologies also facilitated the sustainability rating's improvements, as shown in its graph, as shown by Figure 6.

Touching upon the PLC, it determined when it was possible to put forth the discontinuation of the vehicles. The original fossil fuel armada was still in the growth phase initially, thus it was not economically coherent to discontinued them, as they would still represent a substantial stream of income to the company, which for most of its operation eclipsed the carbon penalties. Only when these cars were already in decline phase, for the Lux 225G for example, this meant it was only discontinued later in Q14. It was not an easy decision to postpone its inevitable demise, but the hardest choices require the strongest of wills.

IV. Conclusion and Cross-Functional Integration

A succesful company works like a fine-tuned orchestra. Every department has its own individual function, but at the same time it cannot function individually. Only when looking at the big picture can one attach meaning to the decisions made in each role. Hence, all departments were required to share their plan for each quarter and provide their insights into the other departments' operations. One aspect shared by all departments is their ceaseless devotion to green investment. Owing to the issuing green bonds, but also to the overall strategy of achieving greater sustainability.

In conclusion, there are a few insights to retrieve from this intense and realistic business simulation. Considering my role as an HR manager, learning how to optimize employee staffing, how to utilise employee benefits and compensation to maintain personnel motivated and satisfied, and the overall planning of the workforce, solidified logistic, cross-functional communication, management and people-related skills, which are insights I will be able to apply in my future academic and professional journey. Furthermore, defining a strategy and planning the six years of operation of a company set the perfect basis to understand how the inner workings of a company are, what challenges it might face and how to make the most out of its strengths. Combining this with innovation even makes it even more profoundly enlightening, granting some insights into its role as a driver of competitive advantage and a catalyst to sustainable business.

4. Personal Reflection

The unexamined life is not worth living

– *Socrates*

What better way to start this personal reflection segment than with this quote by one of the greatest philosophers of all time. This quote defines the power that reflection can have in our lives, or rather, what we miss out when it is not. It is only by reflecting on what happens around and to us that we can actually grow and learn. In a working environment this is no different. Self-reflection has been proved to enhance decision-making and problem-solving skills in the work place, strengthen emotional intelligence, improve team dynamics and foster learning. (Schön, 1983) An environment where open and honest reflection is in practice is much more likely to learn from mistakes and move on than one who lacks it. Furthermore, as mentioned previously, it is a gateway for optimal teamwork, and as they say, teamwork makes the dreamwork. Indeed, teamwork is crucial for optimal team performance, (Auckaili and Al-Rawi, 2021) as it can contribute to more innovative solutions, (Murzi *et al.*, 2020) improve work satisfaction and drive productivity forward. (Ozigbo, Maryam and Ngige, 2020)

Therefore, the need to establish a friendly work environment arose from the beginning of the simulation period, to achieve the best results possible. That being said, two critical incidents occurred during this time, which I personally deemed relevant to be mentioned here: A delay for a meeting and a team dinner.

I. Go late or go home

The event

The first incident occurred just before the start of Year 2 within the simulation. The decision period was intended to start at 10 a.m., thus a meeting was scheduled for 9 a.m. sharp, in order

to properly breakdown the overall direction and strategy of each quarter. However, at 9 a.m., only one team member was present and the team was only full five minutes before the decisions were scheduled to start, which means that there was limited time to meet and to determine any part of the decision process. After the simulation was concluded, we then had time to sit down, discuss and reflect why this happened and the impacts from it, and had some interesting conclusions for the remainder of the experience. However, before we got to this productive meeting, there was a moment, I would actually say the only moment in the whole three weeks, where a discussion intensified into an emotional level, not a purely rational debate, which added a layer of difficulty into solving this issue.

I consider this event to be such a turning point because, by then, of course there had been disagreements, but none as unpredictable nor so impactful as this one. It orchestrated in one of the most pivotal moments of the simulation, as we will discuss afterwards.

Response & Analysis

Naturally, this led to some initial friction during the period, which was only resolved after the three hours of operations, and it led to the worst year in terms of performance. It was the only operational year where there was no harmony between departments, rash decisions were made that affected the overall flow and direction of the company, and the members were struggling to figure out which decisions made sense and which did not and, struggling to help others decide. One example of a rash decision made was a factory expansion by the Operations department, which was not agreed on by everyone, but still went through because there was no ability to thoroughly analyse if it was coherent or not. This investment resulted in an unintended 20% increase in the DOI's, which was not intended and of which there was some difficulty to lower back down again.

Before analysing how this affected me personally, I wish to lay down a few basic explanations for why I believe this was such a critical incident. Firstly, when it is within our control, being late is never an option. Obviously if something out of the ordinary or an emergency happens, there is clear reasoning to why it might happen, however this was not the case. When it is not the case, it means a lot of things. Overall, when a person is late they are failing, someone or something. It can be themselves, because you are not respecting a commitment and decision you made internally, and, most importantly, you are failing other people. Being late means you are not respecting other people's time as much as you value yours. This can be viewed by others as a selfish action, which in a team environment leads to distrust, frustration and conflict. Altogether, this also raises ethical concerns (Armitage, 2025) and it is a very morally dark behaviour. Furthermore, delays also hinder performance. They symbolize undiscipline and tardiness, (Warne, 2020) which set the wrong type of environment in a company and consequently lead to a lower performance level as would be expected, undermining the importance of the meeting itself. Which shepherds us into the next relevant aspect of this incident. The gravitas of meetings. One cannot understate their importance. They have been shown to polish operational efficiency and coordination, (Persson, 2021) shape outcomes (Lehmann-Willenbrock, 2015) and they also function as a cognitive catalyst in strategy. (Dittrich, Guérard and Seidl, 2011)

Reflect & Learn

Last but not least, how did this impact the team environment and what could we learn from this?

In response to the former, this naturally created unnecessary tension among team members, which even led to some emotional discussions by the end of the year. Since this could have been easily avoided, measures were taken into place to avoid further delays and to reassure that

there would always be a meeting prior to any business decision deadline. One kind of measure was a penalty for whoever arrived later, which worked like a charm, in such way that only one person arrived late after that and it was a mere 5 minute delay, very manageable. Regarding the latter, being late was never something I was used to. I am usually weary of the time of appointments and make an effort to do so. However, this situation helped me solidify this devotion to punctuality and frustrate me when I did not, because I understood, rationally and emotionally, how it can impact other people, and how it can work negatively to my aspirations. To make this happen, I implemented a rule where I would always leave five to ten minutes before I should, so as to avoid any unpredictability affecting my journey. It worked during the simulation and it sure has worked wonders for me so far, and I know for a fact that this will help me be the the best version of myself, both professionally and personally.

II. To build a home

The event

For this topic it was genuinely hard to pinpoint a single event as this critical incident. However, after a deep and meaningful reflection, I found that the team dinner we had on the first week, on the first Saturday after a very productive strategy discussion afternoon, to be a key turning point in the simulation. This was simply a gathering of friends that started at around 5 p.m, blessed by beautiful Lisbon and perfectly terminated by the most wonderful food one could ever expect to eat.

But before I delve further into how this impacted me, this event stands as a pillar in a teambuilding effort, where all our group members tried their best to connect as much as possible with the rest. Why is this important? I believe that the importance of teambuilding is very present among all companies. And more more importantly than my naïve belief, it is actually a studied and evidence-based method to increase productivity, satisfaction and

engagement. (Klein et al. 2009, 190) It is a part of the culture and a taste of what can make work special.

As a matter of fact, there is an increasing amount of companies that are investing in TeamBuilding efforts. For example, Google came up with the 5 Day UX design sprint, an initiative intended on building a team prior to a big project. By using this, google managed to strongly drive their innovation capabilities forward, (Google Design 2025) and to strengthen their team environment. This is especially inspiring due to Google's constant commitment to team-building, highlight by their 5 keys to building effective teams method. (Think with Google 2025)

Response & Analysis

The response to this event was quite clear. Even though during the first week, there were clearly traces of good humour, healthy communication and a functional team environment, the following two weeks were something out of this world. Productivity and work ceased being a chore and became a common goal. We were no longer a mere workgroup, we became a team. All of us rowing in the same direction, trying to achieve if not the win in the simulation, then at least a result to be proud of. No matter what challenges arose throughout this period, the discussions that took place never became personal, no one insulted or treated anyone without the respect they needed, and whatever the discussion topic was, after it, only two friends remained to tell the story. I genuinely could write a book about how grateful and rewarding it is to work in such a motivating and pleasant team environment.

Reflect & Learn

As for me personally, it is a very relevant point of discussion and one that is very dear to me. This situation reminds of the brilliant TV series by Brett Goldstein, *Ted Lasso*. It reminds me of it at least in two distinct yet complementing ways.

To build a home, not a house.

Exactly right. I just came up with this quote, I am something of a poet myself. What is the meaning behind it? Well, to frame it in a corporate way, the house would be the building that you work in. It is a metal box covered by glass windows and filled with resources, both human and physical. If one merely goes there to work its eight hours, it will never be more than this sad and grey building. However, once one gets to know what really is inside, getting to know the people around you, understanding how you act and impact everyone, how you can make the world a better place from it, you will start seeing it as much more than that. Instead of the usual work-life balance, work becomes a way for you to live and experience life. And it is the bare minimum we can expect from it. To live.

It is not about me, It never was

This one comes straight from the TV show. It is such a powerful quote and one that really strikes me as relevant for this critical incident. Once you belong to a team, there is sort of a loss of your individuality in a positive way. There is a common goal shared amongst all of us, and that makes us cease to be an individual with our own ego and our own way of viewing the challenge, but fosters a more global and shared approach. We are still ourselves, but delightfully we evolve from being the portuguese, the german, the belgian, and we become a team. I need all of them to succeed and they all need me. A synergy blooms and the focus is laid not on our own personalities but on that of other people. We become selfless.

These two lessons are very powerful and emotional from my perspective but I guess it is what they are supposed to be. No one can say that work is not meant to be emotional, no one said this thesis should not be about personal growth and bonding. We made it what we wanted, and left with more than a simple simulation and résumé experience. We left with a home.

III. Peer-Review Assessment

Halfway through the simulation we evaluated and were evaluated based on the work we were doing in five different categories. These ratings were all in a scale of 1 to 5, 5 being the best value and 1 the lowest.

Firstly, in the Contributing To The Team category I received a 3 out of 5. Clearly, this evaluation is not ideal and there was somewhat of a mismatch between what my colleagues thought of my work and my own. I believe it is a fair opinion by my colleagues, it would be very negligent on my end if I did not. From my perspective, this opinion came from the fact that I was not very participative in the team meetings and I did not provide a lot of insights into other departments' decisions, whereas usually everyone shared some remarks and some of their thoughts on how they should proceed. Since this feedback was mostly anonymous and was not followed by a discussion on how I can improve, I will try to rationalize what I actually could have improved and how I think I still played my role. As for the former, I believe that I could be more participative in such a team environment, mostly because it was agreed from the start that everyone would participate in every major decision and provide their arguments and opinions, which were not the case, so I could have been more participative. However, not having agreed fully with this contractual rule, my belief was that by focusing on my own department's decisions, while still integrating them with the others and always providing their needs, the outcomes and decisions would be more prolific and efficient, and also, sometimes I did not trust that my perspectives would be better than my colleagues', as I realised I was not the only one cursed with knowledge, thus letting them debate more time than I did. Eitherway, I could be more participative and try to learn and understand better how my surroundings were.

Secondly, I got 3 points out of 5 for Keeping the Team On Track. Now, for this point, eventhough I respect it, I reckon my partners' vote was a bit too harsh. As a team member,

during the simulation all my efforts were directed into achieving the best result possible, for the whole team. There was never a moment where I did not provide what my colleagues needed for their department, nor was there any meeting that I did not attend, nor any moment where I caused any type of conflict or delay in the team's decision board. This is not to say that I find their lack of faith disturbing, on the contrary, but nonetheless it becomes hard to determine what I could improve from this more negative rating, other than what was discussed in the previous paragraph, which I believe to have possibly affected this category's number.

Lastly, for the three remainder categories: Interacting With Teammates, Expecting Quality and Having Relevant Knowledge, Skills and Abilities, I received a 4 out of 5. Albeit it was not a perfect score, a four is still a pretty positive rating and I was grateful that my teammates appreciated the work I was doing in these matters. Nonetheless, there is still room for improvement and growth and an opportunity to develop my investment in the work, and I believe that once again, these ratings might not have been a five, as all my other colleagues deserved, due to an insufficiency of participation in the group discussions. In addition, as Having Relevant Knowledge, Skills and Abilities did not achieve a perfect score, it means that my colleagues did not feel as if I were as up to date as I could be and that there is some room for improvement, which is always welcome feedback as any learning opportunity is a sight to behold. Thus, I could have seized the moment and expanded my expertise more deeply.

IV. Conclusion

There was an idea, to bring together a group of remarkable people, and to help each other become something more, and be prepared to fight the battles that await us. This idea was BIP. These three weeks were a rollercoaster of emotions, mostly positive ones. This was a time to relish and enjoy the wonders of life: work, learning and friendship. Three elements that provide the right purpose, and thus made this a wonderful experience personally and professionally. I

will want the insights and learnings obtained from this to permeate with me throughout time and steer my journey into the future. A future that just became brighter, when I vowed to spend my summer writing this thesis. A small price to pay for salvation, but now I finally rest and watch the sun rise on a grateful universe.

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6. Appendix

Strengths	Weaknesses
<ul style="list-style-type: none"> Cost Competitiveness: Lower price point made products attractive in price-sensitive markets. Operational Simplicity: A smaller fleet simplified supply chain and production decisions. 	<ul style="list-style-type: none"> Lack of Sustainability Initiatives: No green measures or ESG alignment in place. CO₂ Emission Penalties: Fines due to high fleet emissions. Low Technological Capability: Limited innovation investment and outdated product features. Small Product Portfolio: Narrow offering with little diversity in vehicle types or market segments. No EV Roadmap: Few electric vehicles and none under development.
Opportunities	Threats
<ul style="list-style-type: none"> Regulation: Current incentives and regulation require a transition to environmentally friendly operation and offer. Expanding to different areas Green Transition Incentives: Government subsidies and green bonds available for sustainable investments. Untapped EV Market Segments: High growth in demand for electric and hybrid vehicles. Technology Partnerships: Opportunities to collaborate for R&D and battery tech. 	<ul style="list-style-type: none"> Regulatory & Geopolitical Pressure: Changing regulations and tariffs affect both raw materials and final product prices. Tech Obsolescence: Quick innovations by other competitors make products obsolete faster Wide Market Expectations: Customer demand spans diverse segments Enovia could not yet serve. Economic Downturns High Buyer Power: Price-sensitive and environmentally conscious customers put pressure on margins.

Figure 1: SWOT analysis Y1

Strengths	Weaknesses
<ul style="list-style-type: none"> Technological Innovation: Focus on cutting edge tech Sustainability: Be the leader in sustainable vehicles and practices. Reliability: Guaranteeing a long-term product, distinguishing from fast-moving competitors Clear Strategic Vision: Strong and forward-looking vision centred on innovation and sustainability aligns with global EV trends. 	<ul style="list-style-type: none"> High R&D and CAPEX: Reliance on continuous investment to establish innovative & sustainable trends. Dependence on Supply Chains: vulnerable to disruptions on relevant components such batteries and chips. Scaling: Growing while maintaining innovation, sustainability and quality might be challenging
Opportunities	Threats
<ul style="list-style-type: none"> Regulation: Current incentives and regulation require a transition to environmentally friendly operation and offer. Expanding to different areas Partnerships: Collaborating with tech companies for new innovations Monetization of Data: Vehicle data creation poses as an opportunity to expand revenue streams 	<ul style="list-style-type: none"> Intensifying competition: Regulations also induce more competitors to turn green Tech Obsolescence: Quick innovations by other competitors make products obsolete faster Geopolitical Risks: Changing regulations and tariffs affect both raw materials and final product prices. Economic Downturns

Figure 2: SWOT analysis Y6

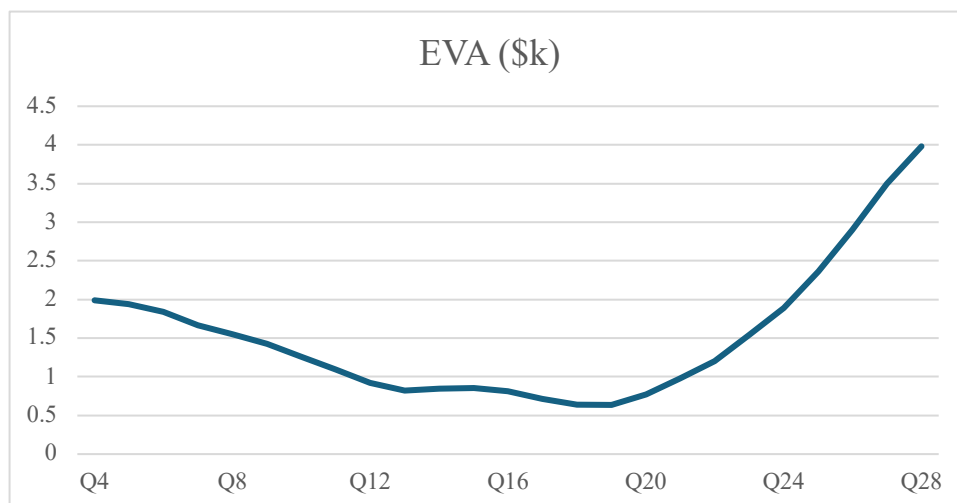


Figure 3: EVA variation from Q4 to Q28

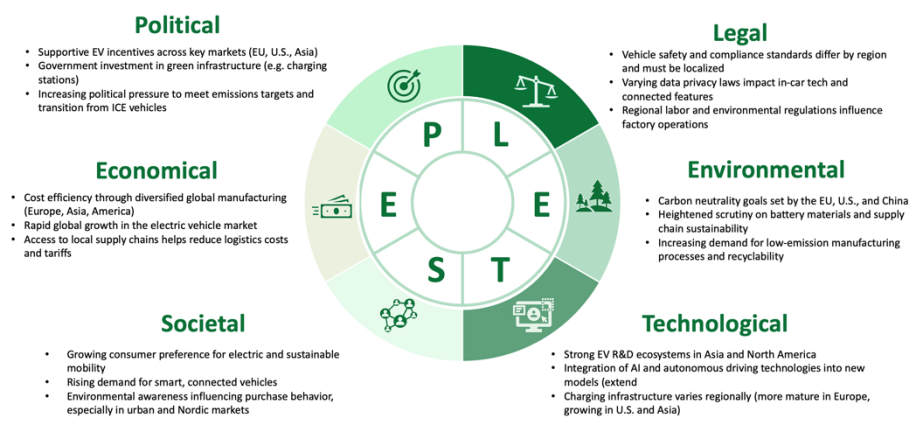


Figure 4: PESTEL analysis

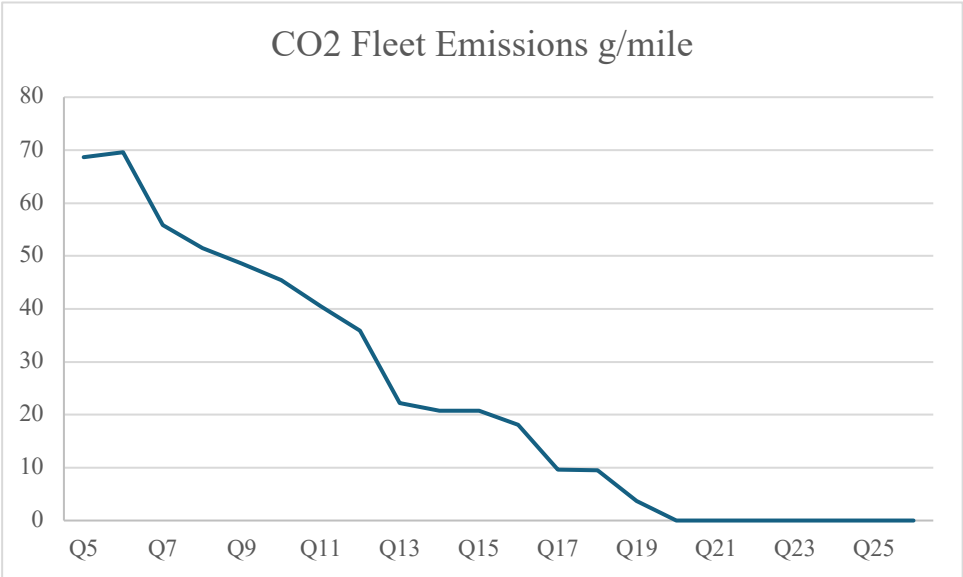


Figure 5: CO2 Fleet Emissions g/mile

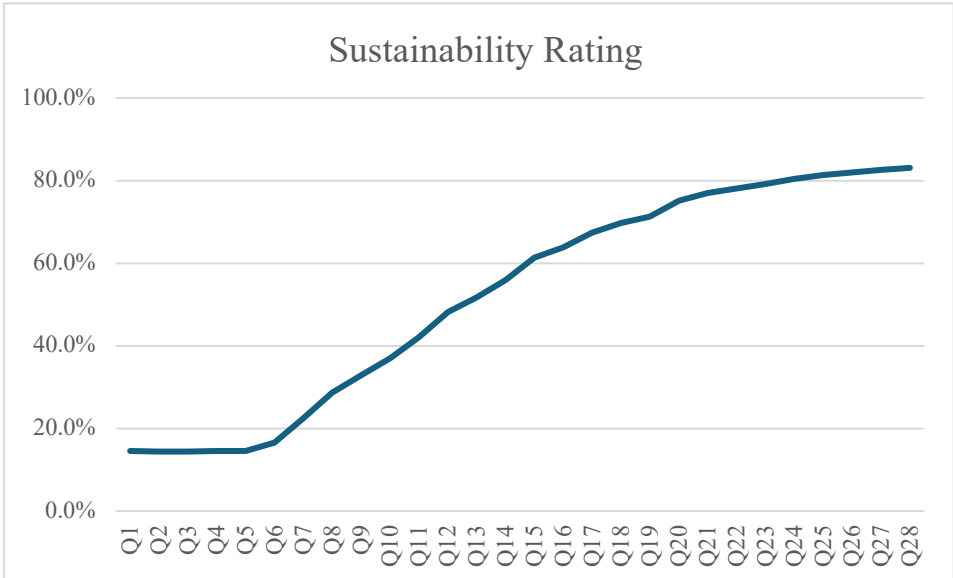


Figure 6: Sustainability Rating from Q1 to Q28

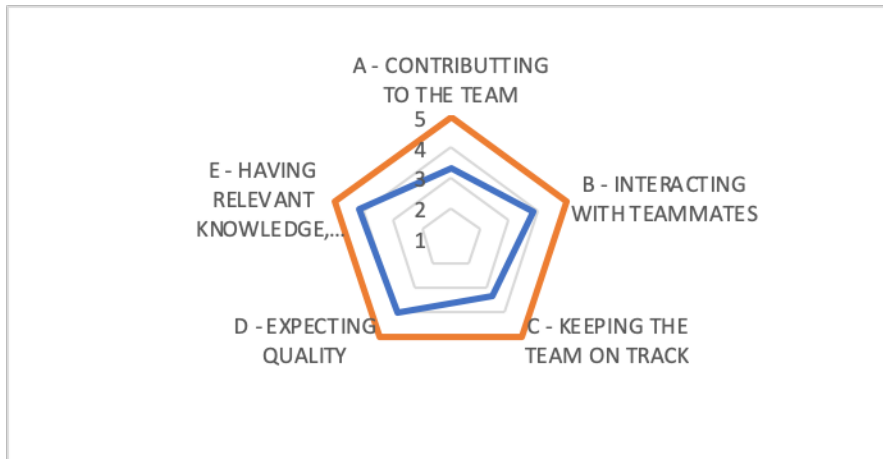


Figure 7: Peer review assesment

Microenvironment: Porter's 5 Forces

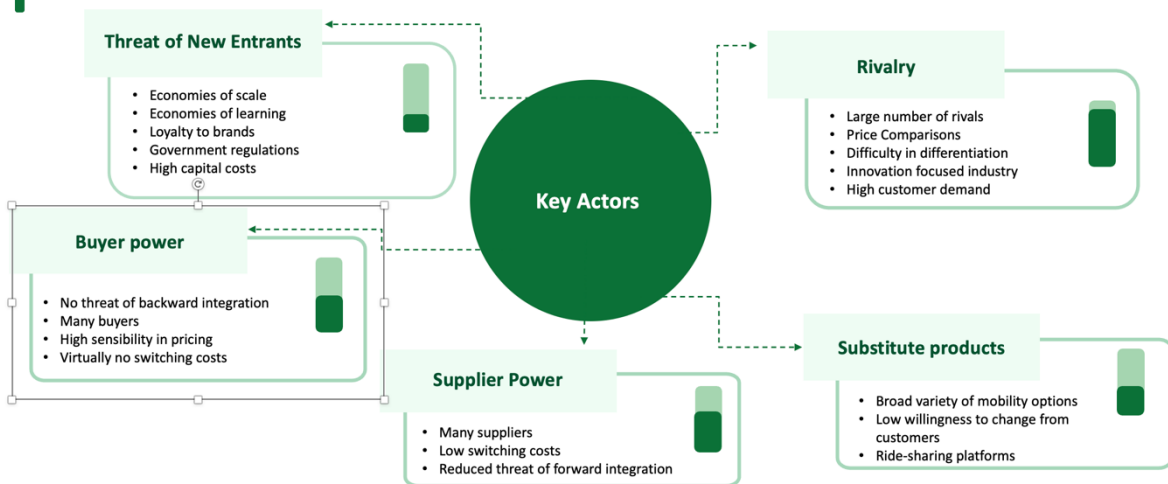


Figure 8: Porter's Five Forces Analysis

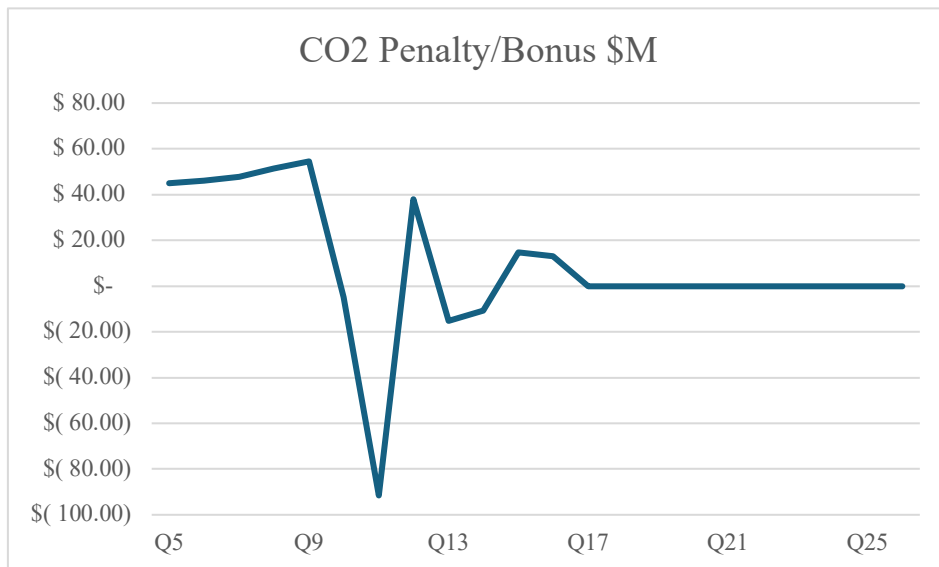


Figure 9: CO2 Fleet Emissions g/mile



Figure 10: Sustainability Rating from Q4 to Q28