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Business in Practice

Business in Practice: Tans4Motive's Performance Analysis and Personal Reflection

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Abstract

This paper examines the Business in Practice (BiP) simulation developed by Industry Masters, focusing on the performance of Trans4Motive, a fictional premium car manufacturer managing the transition from combustion and hybrid vehicles to a fully electric portfolio. The study assesses the company's strategic decisions across Finance, Human Resources and Operations, with a strong emphasis on sustainability, long-term value creation and the cross-functional synergies. Furthermore, it incorporates a personal reflection on two critical incidents that offered key insights into teamwork, leadership, and personal development throughout the simulation.

Keywords

Business Simulation, Automotive Industry, Theory in Practice, Sustainability, ESG, Electrification, Team Dynamics, Self-Reflection, Leadership, Team-based decision-making.

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1. Firm Analysis

1.1 Introduction

Trans4Motive is a simulated automotive manufacturer operating across three major markets: the United States, Europe, and China. Its strategic ambition is to position itself as a premium brand, offering a diverse portfolio of car models equipped with the most advanced features and industry-leading attributes. Within the Business in Practice simulation, the company was managed by seven directors organized into five departments (Finance, Innovation, Marketing, Operations and Human Resources), jointly steering its trajectory over a six-year period.

This dissertation examines Trans4Motive's performance with a particular focus on the Finance, Human Resources, and Operations departments. Each area will be analyzed in depth, supported by relevant academic literature, conceptual frameworks, and cross-functional linkages. A unifying theme across the analysis is sustainability, treated as a core principle embedded at every level of the firm's strategy and operations. To contextualize the findings, parallels will be drawn with real-world automotive companies.

1.2 Finance Review

Financial performance underpins a firm's competitiveness and long-term sustainability (Brealey et al. 2020). This section analyses Trans4Motive's liquidity, solvency, activity, profitability, capital structure, and key financial decisions during the simulation.

1.2.1 Liquidity Analysis (short-term)

Short-term liquidity reflects a firm's ability to meet short-term obligations through its current assets and is a key concern for suppliers, short-term investors, and long-term lenders (Penman 2013, chap. 20). Throughout the simulation, Trans4Motive consistently maintained a strong liquidity position. The current ratio stayed well above 1, verifying the rule of minimum short-term financial equilibrium. It improved steadily between FY 2024 and FY 2027 (from 7.83 to 8.55) but declined sharply to 3.90 in FY 2028 due to a reduction in cash and inventories

alongside a modest rise in current liabilities. A recovery followed in the subsequent years, reaching 5.29 by FY 2030. The quick ratio, which excludes inventories, showed a similar pattern, from 5.38 in FY 2024 to 2.51 in FY 2028, and back up by FY 2030, always above 1.0, confirming obligations could be met without inventory liquidation. The cash ratio, the most conservative estimate of liquidity, averaged around 2.3 from FY 2024 to FY 2027, but fell below 1.0 in FY 2028, indicating insufficient cash to cover liabilities alone (see Graph 1). Net working capital mirrored these trends, increasing from 6.85 billion in FY 2024 to 10.86 billion in 2027, dropped 46% in FY 2028, then recovered to 8.49 billion by FY 2030, supported by stronger cash flow management and reduced investments (see Table 1). Compared with BMW (BMW Group, 2024), Mercedes (Mercedes-Benz Group, 2024), and Audi (Audi Group, 2024), Trans4Motive significantly outperformed every liquidity metric, highlighting an exceptionally strong short-term liquidity position (see Table 6). While this strategy minimizes short-term financial risk, it may also indicate underutilized capital, unlike real-world automakers who operate with tighter liquidity.

1.2.2 Solvency Analysis (Medium–Long Term)

The solvency ratio, measuring the ability to meet obligations using invested or internally generated capital, declined from 1.03 in FY 2024 to 0.85 in FY 2027 as debt financed major investments, increasing financial risks. From FY 2028, it improved sharply, reaching 1.72 by FY 2030, through deleveraging and profit reinvestment (see Table 2). The Financial Autonomy Ratio followed a similar trajectory, falling from 0.51 in FY 2024 to 0.46 in FY 2027 before recovering to 0.63 in FY 2030 (see Table 3). These signals greater independence from creditors and a stronger capital base, highlighting the company's ability to withstand economic downturns and finance future investments without jeopardizing long-term stability. Given that values above 25% are generally considered favorable, Trans4Motive maintained a solid position throughout the simulation.

1.2.3 Activity Analysis

Activity ratios measure how efficiently a company manages its operations and assets, offering insights into executional risk and operational performance in relation to liquidity. No standard can be defined on how to evaluate these ratios, benchmarking with the sector is paramount here (Penman 2013, chap. 12). Trans4Motive's average holding period fell from 80 days in FY 2024 to 57 days by FY 2030, a 28% reduction, indicating improved inventory turnover, lower storage costs, and faster cash conversion. The average collection period declined by 10% over the same period, reaching 55 days in FY 2030, reflecting modest but steady gains in receivables management. The average payable period increased from 33 to 38 days over the same period, largely due to an extension of supplier terms to 40 days, which improved short-term cash availability, enhancing the cash conversion cycle (CCC) (see Table 4).

Overall, the CCC had a 32% decline over the 6 years of the simulation, dropping from 108 days in FY 2024 to 74 days in FY 2030 (see Graph 3). This improvement reflects stronger alignment between operations and cash flow needs, supported by tighter inventory control and receivables collection. Given its close link to operational efficiency, the CCC serves as a valuable proxy for overall firm performance (Thongnim et al. 2022). Benchmarking against BMW, Mercedes, and Audi reveals that Trans4Motive's operational cycle in FY 2024 was significantly longer, driven by higher inventory levels, slower customer collections, and shorter supplier payment windows (see Table 6). While its strong liquidity mitigated immediate risk, the longer cycle tied up considerable working capital, reducing cash efficiency. Over the simulation period, however, Trans4Motive succeeded in narrowing its CCC gap relative to these real-world peers' FY 2024 levels.

1.2.4 Profitability Analysis

Profitability is a core indicator of operational health and long-term sustainability, providing the resources to meet obligations, reinvest in growth, and create shareholder value. Throughout the

simulation, Trans4Motive's operational margins remained relatively stable, with a sharp surge in the final two years. From FY 2028 to FY 2029, EBIT rose by 140.7% and Net Margin by 345%, marking the payoff of long-term strategic and cost management efforts. Gross Margin was generally stable, dipping 17.2% in FY 2028, but the strong late-stage increases in EBITDA, EBIT, and Net Margins reflected significant cost reductions and efficiency gains positively impacting bottom-line profitability. Asset turnover, measuring how efficiently the firm converts assets into revenue, improved steadily, rising 18.4% between FY 2028 and FY 2029 to reach 90.5% , supported by post-recession demand recovery and a more focused investment approach. Return on equity (ROE) rose by 392% between FY 2028 and FY 2029, reaching 24.7% in FY 2030, while return on assets (ROA) increased by 29.35% over the simulation period reaching 15.6% in FY 2030, reflecting profitability gains through both revenue growth and cost efficiency. The debt-to-equity ratio declined by around 40% during this period, as reduced capital expenditure and lower operating costs reduced leverage, further boosting ROE and investor appeal (see Table 5). Benchmarking shows that in FY 2024 Trans4Motive outperformed the automotive industry average (MacroTrends 2025) and ranked above BMW, Audi, and Mercedes across all profitability indicators, underscoring its superior operational efficiency and capacity to deliver shareholder value (see Table 6).

1.2.5 Capital Structure

A firm's capital structure refers to the mix of debt, equity, and other securities used to finance its operations and investments (Berk & DeMarzo 2022). During the simulation, Trans4Motive primarily relied on Green Bonds, which carried a four-year maturity and a fixed 3% interest rate, creating a financial advantage for firms committed to environmentally responsible practices. These instruments supported the company's sustainability strategy, particularly its focus Scope 1, 2, and 3 emissions, while lowering the cost of capital compared to conventional loans, which had higher interest rates ranging between 4.25% and 5.35%, required annual

coupon payments and had a shorter three-year maturity. Conventional loans were only used as supplementary financing when necessary.

The company avoided share buybacks despite stock price growth, prioritizing reinvestment toward value-creating projects over equity reduction to maintain financial flexibility and avoid higher leverage ratios. While increasing leverage can reduce the weighted average cost of capital (WACC) in the short term through the tax shield benefits of interest payments (Modigliano & Miller 1963) the team opted to limit debt exposure to preserve credit strength, reduce financial risk, and ensure sustainable long-term growth.

The Weighted Average Cost of Capital (WACC), representing the firm's average cost of financing, based on the cost of equity, cost of debt, and capital structure (Ross et al. 2018), remained relatively stable ranging between 5.34% and 6.13% throughout the simulation (see Graph 4). This stability can be largely attributed to a consistently strong credit rating (never below BBB grade), which kept the cost of debt steady and enabled predictable capital costs reinforcing reliable long-term investment planning.

1.2.6 Driving Strategic Financial Decisions

During the simulation, the finance department extended supplier payment terms from 30 to 40 days at the start of each financial year, improving operating cash flow and short-term liquidity by delaying outflows. Although this raised material costs by 0.5%, the effect was offset by Scope 1 and 2 carbon emissions reduction investments that lowered material costs. These measures strengthened liquidity in the capital-intensive early years, reducing reliance on debt. In vehicle portfolio management, profit contributions and product life cycles were monitored to minimize losses from discontinuations. Models were phased out only when relaunch potential was low and stock reached minimum levels. Some discontinuations also supported the strategic goal of achieving a fully electric fleet by Year 3 of the simulation.

To address evolving consumer preferences, technology trends, and sustainability demands, Trans4Motive launched a subscription-based Mobility-as-a-Service (MaaS) model in Q16. Offering vehicle access with insurance, maintenance, and roadside assistance under quarterly payments. The inclusion of electric vehicles reinforced ESG credentials, while the fleet's subscription value surpassed €4 billion by Q28. Annual contracts ensured predictable revenue, positioning the company early in the growing MaaS market.

1.3 Human Resources Review

Human resources management is vital for competitive advantage, as effective practices in employee satisfaction, retention, and capability development drive productivity and long-term value. When managed well, human capital becomes a source of sustained strategic advantage (Wright & McMahan 2011).

1.3.1 Driving Talent Retention Through Smart Compensation

Trans4Motive's Human Resources strategy placed employee satisfaction at the center of its approach (see Graph 7), recognizing its strong correlation with productivity and overall organizational performance (Emanuel & Harrington 2020). Given that compensation plays a critical role in driving satisfaction, the company adopted a dual focus on external and internal equity in its pay policies.

From an external perspective, Trans4Motive set base pay at least 3% above the compa-ratio benchmark, where the compa-ratio, calculated by dividing an individual's pay level by the market midpoint, ensures alignment with industry standards. By deliberately exceeding this benchmark, the company not only signaled competitiveness in the labor market but also used compensation as a strategic retention mechanism to safeguard its investment in human capital and minimize turnover risk. Retention was a central strategic goal, based on the understanding that while qualifications and technical skills are essential, they are insufficient substitutes for the tacit knowledge and firm-specific expertise developed over years of experience (Rachman

& Hamzah 2023). This approach also mitigated the direct and indirect costs linked to recruitment, onboarding, and training.

Simultaneously, the company reinforced internal equity by ensuring that employees with equivalent responsibilities received comparable pay, fostering trust, cohesion, and long-term commitment.

Furthermore, Trans4Motive faced a one-time decision: either launch a large-scale recruitment of external talent or invest in upskilling its existing workforce. The company chose the latter, allocating €7M to a transformation program. This approach leveraged institutional knowledge and cultural alignment while building new technical capabilities, ensuring the workforce remained future-ready and strategically aligned with the company's long-term goals.

1.3.2 Evaluating the Trade-Off: Retention vs. Layoff

When the company discontinued a model, certain employees were left without immediate roles. To address this, the HR department, in collaboration with the Innovation and Finance teams, created a detailed production and discontinuation timeline, mapping out new launches and phase-outs (see Table 9). This allowed a structured cost–benefit comparison between laying off surplus employees and rehiring later, versus retaining them until new positions became available.

The analysis weighed direct financial implications against the intangible value of retaining institutional knowledge, which is critical for ensuring long-term organizational performance (Schmitt et al. 2012). Given Trans4Motive's full electrification target by 2027 and the associated high volume of upcoming launches, retention generally proved more cost-effective and strategically sound option.

A notable case was Jens Hochberg, who joined Trans4Motive in December 2023 (see Figure 1). By Q4 2026, he was a Manager VII in Marketing for the Business 135H. With combustion models scheduled for phase-out by 2027, the Business 135H was discontinued at the end of

2026, leaving Hochberg without an active role. At the time, he earned an annual salary of €252,290. Laying him off would have incurred an immediate cost of €42,048 (two months' salary) plus the loss of his expertise in product engineering, leadership, sustainability and customer experience, as well as the three years of firm-specific knowledge. Replacing him later would have entailed recruitment, onboarding, and training costs, alongside the inevitable productivity lags.

Meanwhile, Trans4Motive was preparing to launch the Falcon, an electric model, in Q2 2027, requiring precisely Hochberg's skills. Retaining him for one quarter would cost €63,072, higher than the direct lay off cost, but preserved his expertise, avoided rehiring delays and supported internal trust. The long-term benefits clearly outweighed the short-term costs. Ultimately, Trans4Motive concluded that retaining Hochberg was both cost-effective and strategically aligned with its human capital preservation goals. The decision proved successful: by the end of FY 2030, Hochberg had advanced to the company's Board.

1.3.2 Driving Sustainability Through Policy and Training

During the simulation, Trans4Motive prioritized equipping its workforce with sustainability skills to meet evolving industry demands. This strategy enhanced operational effectiveness, supported compliance with increasingly stringent environmental regulations, particularly those imposed by the European Union, and reinforced the company's broader ESG commitments. The EU's progressively tighter sustainability reporting standards, including the Corporate Sustainability Reporting Directive (CSRD), made it imperative to build internal capacity early, positioning the company ahead of regulatory pressures (Sult et al. 2024).

The sustainability journey began in Q1 2025 with a €10M investment in the creation of a corporate sustainability policy. In Q3 2025, €15M was allocated to policy training to ensure employees could fully understand and apply these guidelines. Recognizing the need for cultural

change, the company further invested in sustainability awareness training in Q4 2025, encouraging employees to integrate sustainable practices both professionally and personally. These foundational investments in the first year established the basis for the company's long-term sustainability strategy. In parallel, Trans4Motive expanded annual training programs across Europe, China, and America to ensure continuous upskilling. The results were significant: the company's overall management sustainability skill level rose from 30 in Q4 2024 to 87.76 by Q4 2030, nearly tripling the initial value and ensuring compliance with regulatory demands while strengthening competitive positioning (see Graph 5).

1.3.3 Advancing Gender Diversity and Pay Equity

Diversity has a proven impact on productivity and efficiency (Abbey & Adu-Danso 2023). During the simulation, Trans4Motive made progress on gender representation in management, though gaps remained. Women held 44% of management positions in Q5 2025, rising to 48% by Q3 2027 before declining to 41% in FY 2030, widening the gap to 17 percentage points compared to the peak (see Graph 6).

Representation varied across management tiers: Level V achieved near parity in most quarters, with women outnumbering men from Q4 2026 through Q4 2030. Level VI also showed relatively strong female presence, though still male majority. By contrast, higher levels lagged significantly, with no female representation on the Board and Manager VII remaining largely male-dominated (see Table 8).

Pay equity analysis revealed that, on average, men earned 19% more than women (see Table 7). However, this gap was primarily the result of structural imbalances rather than unequal pay within comparable roles. The absence of women on the Board and their underrepresentation in Manager VII, the highest-paying tiers, inflated the overall disparity. Where women did access management roles, they often earned more than men. Specifically, female Managers VI earned on average 5% more, and Managers III 6% more (see Table 7). Overall, Trans4Motive ensured

competitive pay practices within comparable positions but fell short in advancing women into the most senior, high-impact roles.

1.3.4 Benchmarking Against Real Companies

Trans4Motive's HR strategy aligns with practices of leading automakers. Its focus on upskilling rather than external hiring mirrors Mercedes-Benz's extensive Turn2Learn investment in flexible, future-oriented learning paths (Mercedes-Benz Group AG) and BMW's multimillion-dollar digital training center aimed at preparing staff for electrification and digital production (BMW Group 2021). Both examples highlight how major OEMs invest in internal talent development to preserve institutional knowledge, enhance adaptability, and respond proactively to regulatory and technological shifts.

1.4 Operations Review

Modern operations strategy extends beyond efficiency and cost reduction to include social and environmental value creation. Kramer and Porter (2006) argue that embedding sustainability and social responsibility into core business activities mitigates risks while enhancing long-term competitiveness.

1.4.1 4Vs Framework Analysis

Applying the 4Vs of Operations (volume, variety, variation, and visibility) (Slack & Brandon-Jones 2022) Trans4Motive initially pursued a strategy centered on producing a limited range of models (low variety) at high volumes, aiming to minimize per-unit costs through economies of scale and ensure high specialization and quality. The company anticipated relatively stable demand (low variation), supporting this efficiency-driven approach. In terms of visibility, the plan focused on strengthening customer expertise and maintaining a premium brand image.

In practice, the strategy largely aligned with outcomes, but with two notable deviations. First, demand variation proved greater than anticipated, influenced by shifts in EV perception, tightening regulations, and an economic recession in Q24. Second, visibility exceeded

projections, as Trans4Motive's strong emphasis on sustainability and innovation significantly enhanced its market presence and reinforced its premium positioning (see Graph 11).

1.4.2 The Operations Competitive Dimensions

The Operations Competitive Dimensions framework traditionally focuses on five priorities: quality, speed, dependability, flexibility, and cost (Slack & Brandon-Jones 2022). To reflect today's evolving industry concerns, Trans4Motive incorporated sustainability as a sixth critical dimension, recognizing its growing relevance in customer expectations and regulatory environments. With this structure, the company prioritized quality and sustainability, while sustaining strong performance in cost-effectiveness and flexibility. Dependability ranked moderate, and speed the lowest, reflecting a deliberate trade-off, as the firm chose to sacrifice rapid delivery in favor of achieving excellence in premium quality and sustainable innovation (see Graph 12).

1.4.2 Aligning Factory Utilization with Strategic Goals

A central operational goal for Trans4Motive was to maintain high efficiency through effective factory utilization, with a set target above 80%. Overall, the company achieved this objective, averaging 88% utilization across the simulation, surpassing the industry five year average of roughly 69% (Federal Reserve Bank of St. Louis 2025). A notable exception occurred in Q18, when utilization dropped sharply to 48% due to excess inventories caused by weaker than expected demand in Q17 (see Graph 10). This oversupply forced the temporary suspension of production in five factories across all three regions, alongside corrective pricing and marketing measures. These actions proved effective: vehicles like the Civita, produced in China, saw average days in inventory fall from 266 days in Q17 to 66 days in Q18, while the Pixie, produced in Europe, dropped from 254 to 45 days (see Graph 9). Consequently, factory utilization rebounded to 89% by Q19.

In terms of capacity management, Trans4Motive pursued a conservative expansion strategy. By 2024, the global automotive industry had reached unprecedented supply, as China flooded the market with high-quality, low-cost vehicles. This surge in production and the proliferation of Chinese brands eroded the market share of European and American manufacturers (European Automobile Manufacturers' Association 2024). This intense competition thereby generated global overcapacity, which the company anticipated would prove unsustainable in the long term. Henceforth, consolidation and market exits were expected as weaker firms failed to withstand competitive pressures. Against this backdrop, Trans4Motive deliberately avoided aggressive factory expansion, thereby safeguarding its operational flexibility and financial resilience. The sole exception was a U.S. factory expansion, undertaken to counteract tariff pressures which had rendered imports from China prohibitively expensive (see Table 10).

1.4.3 Building Efficiency Through Operational Investments

Sustainability was central to Trans4Motive's strategy, as embedding sustainable practices in manufacturing enhances resource efficiency, waste reduction, and improves responsiveness to market changes (Siddique 2020). This alignment with environmental goals consequently drives stronger operational and business performance (El-Khalil & Mezher 2020). Reducing Scope 1, 2, and 3 emissions became fundamental not only in achieving long-term aspirations but also in mitigating regulatory risks, particularly the escalating EU carbon penalties (see Graph 8). Initially, in Q4, regulators set an average CO₂ allowance of 95g/mile per unit sold, with an emissions premium of \$60 per gram above the limit and a bonus of \$20 per car sold below it. However, by Q6, the EU unexpectedly tightened the standard, halving the allowance to 47.5g/mile, dramatically increasing compliance pressure. To address this, Trans4Motive launched a \$2 billion sustainability investment plan (see Table 10). Scope 1 measures targeted water consumption reduction (Q6), waste reduction (Q14), and ISO14001/EMAS certification (Q16). Scope 2 included energy efficiency investments (Q11), solar panels (Q15), and an

energy management system (Q21). Scope 3 covered supplier CO₂ offsets (Q12), sustainable sourcing (Q14), and external battery recycling (Q16).

A major move was establishing in-house battery recycling facilities, which enhanced ESG ratings, appealed to environmentally conscious customers and secured greater control over the recycling process, material recovery, and reintegration of recycled components into EV batteries (Dunn et al. 2022). This choice reduced long-term material costs and reinforced the company's position as a leader in sustainability.

1.4.4 Benchmarking Against Real Companies

Trans4Motive's operations strategy shows strong parallels with leading automotive players. Its focus on high factory utilization resonates with Toyota's long-standing commitment to efficiency through its renowned *Just-in-Time (JIT)* production system, which emphasizes waste elimination and excess inventory (Roehl & Mahoney 2000). Similarly, BMW Group's approach to sustainability, emphasizing a circular economy, efficient production, and carbon footprint reduction, closely mirrors Trans4Motive's heavy investments in Scope 1–3 emission reductions and its prioritization of sustainability as a competitive dimension (DiIanni BMW Group 2021).

1.5 Conclusion and Integrated View

The analysis of Trans4Motive's Finance, Human Resources, and Operations functions reveals a coherent and mutually reinforcing strategic approach anchored in sustainability. Each function contributed in complementary ways to building long-term resilience, competitiveness, and value creation.

From a financial perspective, the company leveraged strong liquidity and prudent capital structure management to fund sustainability-driven investments and buffer against external shocks. The use of Green Bonds exemplified how financing choices aligned with

environmental and strategic goals, ensuring stable capital costs and preserving long-term flexibility.

Human Resources sustained this trajectory by ensuring that the workforce remained highly engaged, competitively compensated, and strategically aligned with the company's electrification and sustainability ambitions. Retention strategies mitigated knowledge loss, while investments in upskilling and policy training developed the sustainability capabilities required to support both regulatory compliance and competitive differentiation.

Operations translated these financial and human capital strengths into concrete outcomes. By embedding sustainability within the 4Vs and competitive priorities framework, Trans4Motive successfully combined efficiency, premium quality, and environmental responsibility. Its conservative expansion strategy and investments in Scope 1–3 reductions underscored the interplay between operational efficiency, financial foresight, and ESG leadership (Figure 2).

Taken together, the three functions illustrate the interdependence required for sustained strategic success. Finance supplied the resources, HR built the capabilities, Operations executed the strategy, Marketing created demand, and Innovation drove differentiation, each reinforcing the other. Crucially, the transition to a fully electric portfolio, the consolidation of a premium market position, and the embedding of sustainability at the core of the business were not the result of isolated actions but of coordinated cross-functional alignment. This integration allowed the company to adapt to external shocks, capture emerging opportunities, and deliver consistent long-term value. By operating under a shared vision and prioritizing organizational performance over departmental silos, Trans4Motive demonstrated how collaboration across functions can transform sustainability from a compliance exercise into a source of enduring competitive advantage. Ultimately, the BiP simulation highlights that in a rapidly evolving automotive landscape, strategic coherence and collective commitment are as essential as financial capital, technological innovation and human talent.

2. Personal reflection

2.1 Introduction

Self-reflection is vital for building self-awareness and fostering effective leadership and collaboration (Bailey & Rehman 2022), particularly in multicultural team settings like the Business in Practice (BiP) simulation. Managing a simulated company in this environment meant making high-pressure decisions under tight time constraints, which often required trade-offs and navigating internal disagreements, leaving little space to evaluate my personal behaviors in real time. Looking back, however, with the aid of my personal journal, where I documented my thoughts and emotions throughout the simulation, proved invaluable in deepening my understanding of my strengths, limitations, and growth areas. As Bassot (2023) notes, reflective journaling enables individuals to critically evaluate experiences, challenge assumptions, and gain deeper insights into their own development.

This section explores two critical incidents from the role plays, experiences that, in my view extend the simulation into real-world challenges. Unlike quarterly decision-making, where outcomes took some time to materialize, these moments tested our strategic thinking, cohesion and adaptability in real time. They became powerful indicators of our internal dynamics, revealing how effectively we were working together and highlighting how trust and communication are fundamental in achieving success. The first incident, the Sales Role Play, traces my journey of adapting communication style to different personalities and realizing that assertiveness must be paired with empathy to have a meaningful impact. Early decisions created tension and contributed to a failed pitch, forcing me to confront how my approach was perceived and highlighting the importance of emotional intelligence, constructive conflict, and psychological safety. The second, the Client Retention Role Play, came at a pivotal moment when morale was low and doubts threatened to derail our progress. Here, I faced my own self-doubt and imposter syndrome while helping rebuild team cohesion. I found that the success we

achieved became a turning point for both the competition and my personal growth. Analyzing these experiences, I reflect on how I navigated tension and uncertainty, how my traits shaped my contributions, and how these challenges transformed my understanding of teamwork.

2.2 Incident 1: When Assertiveness Meets Silence

2.2.1 Choosing the Right Fit for the Sales Pitch

After an intense first week filled with academic sessions and simulation practices, the competition escalated as we faced our first major team challenge: the Sales Role Play. For Trans4Motive, securing this new client would provide a significant revenue boost for Year 2 of the simulation. The pressure to start strong and prove ourselves as a cohesive, high-performing team was undeniable.

Building on insights from the Sales workshop and Leading Yourself session, we began assigning roles for the upcoming role plays. Since each team member could only participate in one role play, strategic role allocation was key. We considered individual strengths, development areas, and personality profiles using the Insights Discovery color framework. With a well-balanced mix of red, yellow, green, and blue personalities (see Figure 3), we agreed to distribute traits across role plays to maximize interpersonal dynamics and diversity.

As someone positioned between red and blue, I see myself as assertive and results-oriented (red) yet also detail-focused and methodical (blue) (see Figure 4). With this mindset, I contributed to the discussion on role allocation by sharing my perspective on how different personality profiles could complement one another. Although I felt confident in handling the sales pitch, I recognized that a teammate with a more expressive, relationship-driven profile (yellow) might better fit the demands of a sales pitch, believing that sales success often hinges on building rapport and personal connection.

Our Marketing Director, a strong yellow profile, quickly volunteered to lead the pitch. On the surface, her outgoing personality and confident delivery style made her an appealing candidate.

However, I had reservations. She had missed a few academic sessions and demonstrated limited grasp of essential strategic and operational concepts, knowledge I felt was critical to fully understand the client needs. This gap was likely due to her different academic background. I voiced my concerns, but they were largely dismissed. Some members argued that her confident communication style suited sales better, while others remained silent.

Although I partially agreed, I felt the decision was rushed and risky given the limited preparation time. Ultimately, I felt isolated in my concerns and chose not to press the issue further, partly out of concern that my repeated objections were being perceived as overly critical or even controlling. The peer review process later confirmed this tension: while I believed I was acting in the team's best interest, I rated myself a 5 in interaction with teammates, yet received an average score of 4 from others (see Figure 5). My unease deepened later that day when the Marketing Director abruptly left our meeting without explanation, leaving the rest of us to develop the sales pitch without her input.

That evening, in my journal, I reflected on whether my assertiveness was being misinterpreted as confrontational. Was my communication style unintentionally alienating others? Should I adapt how I voice my concerns? These questions lingered as we approached the role play.

2.2.2 A Wake-Up Call for Honest Dialogue

On the day of the role play, the situation deteriorated further. The Marketing Director arrived late and unprepared to our preparation meeting, severely limiting our ability to rehearse, exchange feedback or align on key points . As a result, the pitch lacked cohesion and we ultimately failed to secure the client (see Figure 6). The feedback we received was particularly harsh, criticizing the presentation for lack of personal engagement and overreliance on scripted lines.

The disappointment went beyond not winning the client, as the outcome felt preventable. In hindsight, this moment became a wake-up call. Our team had been avoiding difficult

conversations, choosing superficial harmony over constructive debate. I, too had prioritized group cohesion over voicing my concerns firmly, despite anticipating the risks. This incident revealed a hard truth: conflict avoidance can be far more damaging than confronting uncomfortable realities (Robbins et al. 2025). Frustrating as it was, the failed pitch became a turning point, forcing us to acknowledge what wasn't working and rebuild from there.

2.2.3. Rebuilding Trust: From Blame to Support

Although there was an initial temptation to assign blame, I recognized that finger-pointing would only harm morale even further. Instead, I encouraged a forward-looking approach. As a team, we agreed that what the Marketing director needed was structured support rather than exclusion.

From that point on, we committed to fostering an environment where feedback was shared consistently, even when uncomfortable, and transparency and trust became a core value as stated in the team charter (see Figure 3). We deliberately involved every member in discussions, encouraged active participation, and created space for constructive challenge. This shift improved collaboration and gave quieter members the confidence to speak up, leading to richer and more balanced decision-making.

For me personally, this was a challenging adjustment. My instinct when things went off track was to take control and steer the group toward what I thought was the best outcome. Letting go and adopting a coaching mindset required me to trust the team, even when I had doubts. This, I realized, was one of the most valuable leadership lessons I took from this experience: true leadership is not about always having the answers, but about empowering others, fostering collective ownership, and creating an environment where everyone feels responsible for the team's success. As Haas and Mortensen (2016) argue, effective teamwork depends on cultivating trust, shared responsibility, and a supportive environment.

2.2.4. Critical Insights: How Communication Shapes Team Dynamics

This incident prompts me to reflect deeply on how communication style shapes impact. I realized that assertiveness must be complemented by emotional intelligence to ensure it remains constructive (Chadijah et al. 2021). Although my initial concerns about role allocation were valid, my delivery lacked the empathy required to foster open dialogue and meaningful reflection among team members, my approach may have inadvertently closed down the opportunity for discussion.

I came to understand that communication breakdowns often stem from mismatched assumptions and interpretations rather than bad intentions (Barsoux & Toegel 2025). In this case, my persistence, driven by a desire to secure the team's success, may have been perceived as stubbornness rather than care for the team's success.

Moreover, the experience underscored the importance of constructive conflict in high-performing teams. According to Lencioni's (2002) model, fear of conflict is a major barrier to trust and accountability, exactly what we experienced. By avoiding difficult conversations, we weakened our collective decision-making and compromised results.

From that point forward, I became more intentional about creating space for honest, respectful debate, viewing conflict not as a threat to harmony but as a catalyst for growth.

In sum, this incident was a pivotal moment early in our journey. It exposed cracks in our team foundation but also gave us the opportunity to address them early and transparently. As a developing leader, I learned that communication is not just about speaking up, but about choosing how and when to speak in a way that others can hear, reflect on, and grow from. Effective leadership is not about being right, it's about creating the conditions for the team to thrive, even when it's uncomfortable.

2.3. Incident 2: From uncertainty to validation

2.3.1. Doubts beneath the surface

The first critical incident set in motion the circumstances that would ultimately give rise to the second. By this stage in the competition, our team felt deeply in sync, operating with a level of cohesion and mutual understanding that made collaboration feel effortless and decision-making almost intuitive. Yet as the simulation advanced into its later stages, subtle but persistent doubts began to creep in.

Our strategy, built on bold early green investments, had been designed with the expectation that significant payoffs would materialize in the later years. By year 4, however, the outcomes had yet to reflect our confidence and we remained near the bottom of the competition rankings. External skepticism began to erode not only our collective belief in the strategy but also in ourselves as a team, reflecting what Knight's (2013) describes as the common slump in morale that occurs at the project's midpoint, when deadlines collide with uncertainty.

A session with the team coach magnified these uncertainties. He expressed skepticism about our ability to climb the rankings in the simulation's final years, cautioning that teams with no visible conflict often had unresolved tensions simmering beneath the surface. While I still believed in our strategy, his words planted a seed of doubt that was difficult to set aside. I began to wonder whether frustrations or concerns within the team had gone unspoken. Had we truly succeeded at building an environment of psychological safety, or was our apparent harmony masking deeper issues?

Ironically, the very lack of conflict, a quality that had once made our decision-making process feel so effortless, now raised concerns about whether we were truly functioning as a high-performing team. Maintaining belief in our strategy and keeping everyone engaged became an increasingly challenging. I noticed subtle shifts: some teammates began to disengage, team energy during meetings waned, and contributions became less active.

What troubled me most, however, was realizing that I, too, found myself wrestling with similar doubts. Despite trying to project confidence and keep the team motivated, internally I felt my

own enthusiasm faltering. I began to question whether our efforts would ultimately pay off and struggled not to slip into the same pattern of disengagement.

It was particularly difficult to watch, as it felt like we were slipping backward, undoing much of the progress we had made after the first critical incident. Back then, we had worked hard to foster open communication and embrace constructive conflict, cultivating a sense of trust that had carried us through earlier challenges. In my journal, I wondered if our harmony had become superficial, masking unresolved issues that might surface at a decisive moment.

2.3.2. A defining moment: The client Retention Role play

The Client Retention Role Play arrived at a decisive moment in the simulation. Trans4Motive received an email from a key client expressing concerns about our partnership and requesting an urgent meeting. Success in this challenge would not only secure vital revenue for Year 5 but also serve as proof, to ourselves as much as to others, that we were still in the game and capable of turning things around.

For me personally, this moment carried an additional weight. Since I hadn't been present in the Sales role play, I saw this as an opportunity, alongside three other teammates, to step up and demonstrate that I could meaningfully contribute to the team's success. Although I had been actively involved throughout the simulation, I occasionally struggled with feelings of self-doubt, questioning whether I was truly adding value at the level expected of me. This quiet undercurrent of imposter syndrome made me determined to approach this challenge as both a personal milestone and a chance to reignite the team's belief in our collective potential.

Unlike earlier challenges, this role play was not about executing a predesigned strategy. It was about proving, in real time, that we had internalized the lessons of our earlier struggles and could translate our improved team dynamics into tangible results. Together, we identified four key principles to guide our approach: active listening, paraphrasing, asking open-ended questions, and continuous follow-up. These were not abstract tools, they were the same

techniques we had applied internally to repair and strengthen trust and communication within our own team after the first incident described in section 2.1.

The preparation process itself proved invaluable. As we openly discussed which communication styles might work best in different scenarios we could encounter during the role play, we refined not only our strategy for the client but also our ability to adapt and support one another as a team. In many ways, this felt like our last chance to pull together before doubts and disengagement set in for good. Recognizing what was at stake reignited our determination. When the day of the role play arrived, the difference in our dynamic was tangible. We worked seamlessly, complementing each other's contributions in responding to the client's concerns. The result spoke for itself: we were not only able to retain the client (see Figure 7) but also emerged as the best-performing team in this challenge. This achievement provided far more than a quantitative advantage, it validated our belief in our strategy, restored morale, and reinforced our confidence that no major dysfunctions were undermining our team's performance.

2.3.3. In Retrospect: Growth Through Vulnerability and Validation

Reflecting on this experience, the Client Retention Role Play became a defining moment for both our team's performance and my personal growth. It validated the effort we had invested in rebuilding trust and fostering open communication after the first critical incident. Just as importantly, it reshaped how I perceived my role within the group and gave me a renewed sense of confidence in my ability to contribute meaningfully as a teammate. Research shows that while teams can generate creativity and foster growth, they also face coordination challenges and require trust and open communication to succeed (Noonan Hadley and Mortensen 2022). On a personal level, this moment challenged me to confront long-standing patterns of self-doubt. I now recognize that my lack of confidence in my abilities has often been tied to perfectionist tendencies. As someone with strong Red traits, I set extremely high standards for

myself. Even when I performed well, I would focus on what could have been done better, creating unrealistic expectations and feeding into a self-doubt loop often described as imposter syndrome (Clance et al. 2025). Self-doubt, when persistent, can harm both psychological well-being and performance. For me, it often manifested as overcompensation: striving for flawless execution and attributing any success not to my abilities but to sheer persistence. As Braslow et al. (2012) describe this overachieving strategy as a common coping mechanism for those experiencing chronic self-doubt, temporarily quieting internal criticism while reinforcing the belief that success results from relentless effort rather than competence.

The Role Play helped me break that cycle. I began to see that my contributions extended beyond individual tasks, they included supporting the team's cohesion, fostering open dialogue, and encouraging quieter voices. This shift in perspective helped me reframe my self-perception and realize that enabling others to thrive is just as valuable as delivering personal results.

The renewed sense of trust and collaboration we built during this challenge carried forward into later stages of the simulation. A clear example was the ESG Report, where we once again performed as one of the top teams (see Figure 8). This reinforced our commitment to a sustainability-focused strategy and demonstrated that our early investments were beginning to bear fruit. By Year 5, the results of our consistent efforts became evident: we climbed five places in the competition rankings, finishing sixth overall in value added, a significant leap given our earlier struggles and moments of doubt.

2.4. Conclusion: Lessons Beyond the Simulation

As I step out of the BiP simulation and prepare to transition into the next stage of my life and career, I carry with me insights that extend far beyond theoretical knowledge accomplished in the Business in Practice simulation, principles I intend to carry into my professional life. This experience served as a mirror, revealing both my natural strengths and the areas for growth, all within a demanding yet safe environment. These reflections are already shaping how I present

myself in job interviews and how I approach collaboration. Looking ahead, I want to invest in cultivating greater emotional self-control and strengthening my ability to empathize with others, two pillars of emotional intelligence that will be vital in my professional journey.

The first critical incident was a catalyst for deeper self-awareness. It challenged me to examine how my assertiveness, though well-intentioned, could come across as overly forceful in a team context. I came to realize that influencing others effectively requires more than clear reasoning, it demands sensitivity to different perspectives. It is in this space, where listening meets speaking, that trust and psychological safety can take root.

The second incident unfolded as a moment of renewal and validation. At a time when doubts were weighing on our team's energy, I confronted my own inner critic and worked to re-inspire confidence among my peers. This was a turning point in how I understood my role in a group: leadership is not always about driving outcomes directly, it is often about creating conditions where others feel empowered to contribute fully. The Client Retention Role Play and the subsequent rise in our team's performance were proof of how alignment and trust can not only transform results but also collective motivation and resilience.

Ultimately, these experiences, reinforced by the peer evaluation, have taught me that personal and professional growth are deeply intertwined. What stood out most was the difference between my own self-assessment and my teammates' feedback. While I tended to rate myself higher across most dimensions, their more measured evaluations highlighted the importance of calibrating my self-view with external perspectives and recognizing that others may experience my contributions differently than I intend. Sharing one's story, honestly and thoughtfully, requires self-awareness, patience, and an understanding of what truly matters to the people around you. By learning to filter and communicate the moments that reflect my values, I feel better equipped to build stronger foundations of trust and collaboration as I move forward into my career.

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Author's Note

Parts of this thesis benefited from the use of AI-based writing support tools to improve clarity, structure, and language expression. All ideas, arguments, and final interpretations remain the sole responsibility of the author.

Appendix A - Finance

Liquidity ratios

Current ratio = Current Assets/ Current Liabilities

Quick Ratio = (Current Assets - Inventories)/Current liabilities

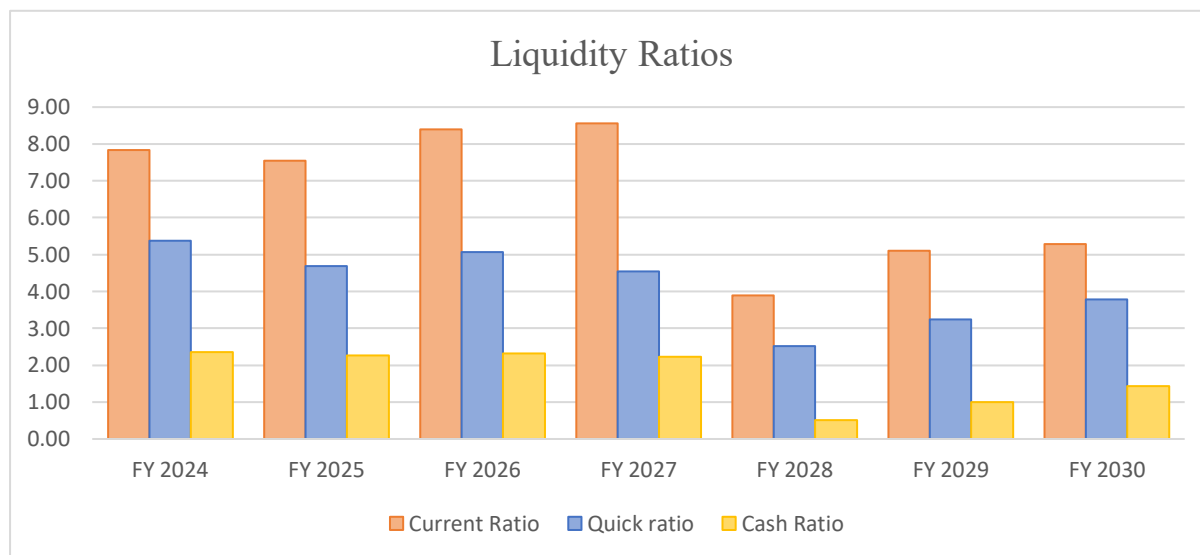
Cash Ratio = Cash and equivalents/Current Liabilities

Working Capital = Current Assets - Current Liabilities

<i>Trans4Motive</i>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Total Current assets	7854451	9019191	10789369	12297164	7901125	10282146	10468139
Total Current liabilities	1002590	1195537	1285855	1437803	2027459	2015271	1980398
Current Ratio	7,83	7,54	8,39	8,55	3,90	5,10	5,29
Total Current assets	7854451	9019191	10789369	12297164	7901125	10282146	10468139
Inventories	2459111	3422787	4277145	5775190	2807292	3736404	2983241
Total Current liabilities	1002590	1195537	1285855	1437803	2027459	2015271	1980398
Quick ratio	5,38	4,68	5,06	4,54	2,51	3,25	3,78
Cash & cash equivalents	2360054	2714136	2979852	3200997	1045121	2018145	2855805
Total Current liabilities	1002590	1195537	1285855	1437803	2027459	2015271	1980398
Cash Ratio	2,35	2,27	2,32	2,23	0,52	1,00	1,44
Total Current assets	7854451	9019191	10789369	12297164	7901125	10282146	10468139
Total Current liabilities	1002590	1195537	1285855	1437803	2027459	2015271	1980398
Net working capital	6.851.861	7.823.654	9.503.514	10.859.361	5.873.666	8.266.875	8.487.741

Table 1: *Trans4Motive's Liquidity ratios*

Source: Own illustration. BIP Industry Master's Simulation 2025



Graph 1: *Trans4Motive's Liquidity ratios*

Source: Own illustration. BIP Industry Master's Simulation 2025

Solvency Ratio

Solvency Ratio = Equity/ Total Liabilities

<i>Trans4Motive</i>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Equity	11.936.436	12.991.077	13.734.700	14.286.993	14.566.393	16.704.819	19.613.273
Liabilities	11.550.492	14.185.566	15.559.776	16.892.928	15.117.502	15.104.766	11.401.718
Solvency Ratio	1,03	0,92	0,88	0,85	0,96	1,11	1,72

Table 2: *Trans4Motive's Solvency ratio*

Source: Own illustration. BIP Industry Master's Simulation 2025

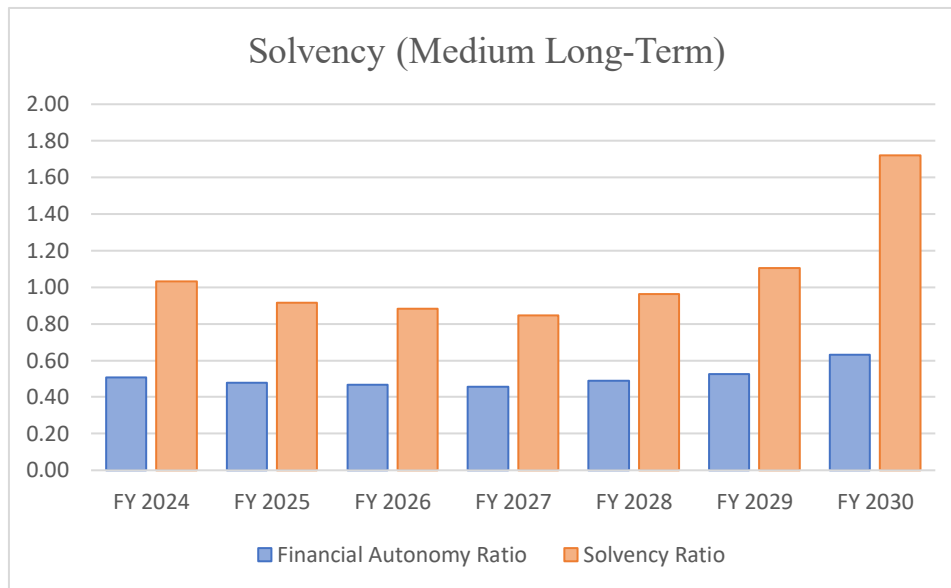
Financial Autonomy Ratio

Financial Autonomy Ratio = Equity/Total Assets

<i>Trans4Motive</i>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Equity	11.936.436	12.991.077	13.734.700	14.286.993	14.566.393	16.704.819	19.613.273
Total Assets	23.486.928	27.176.644	29.294.475	31.179.921	29.683.895	31.809.586	31.014.991
Financial Autonomy Ratio	0,51	0,48	0,47	0,46	0,49	0,53	0,63

Table 3: *Trans4Motive's Financial Autonomy ratio*

Source: Own illustration. BIP Industry Master's Simulation 2025



Graph 2: *Trans4Motive's Solvency and Financial Autonomy Ratios*

Source: Own illustration. BIP Industry Master's Simulation 2025

Activity Ratios

Average Holding Period = Inventories/COGS * 365

Average Collection Period = Receivables/Sales * 365

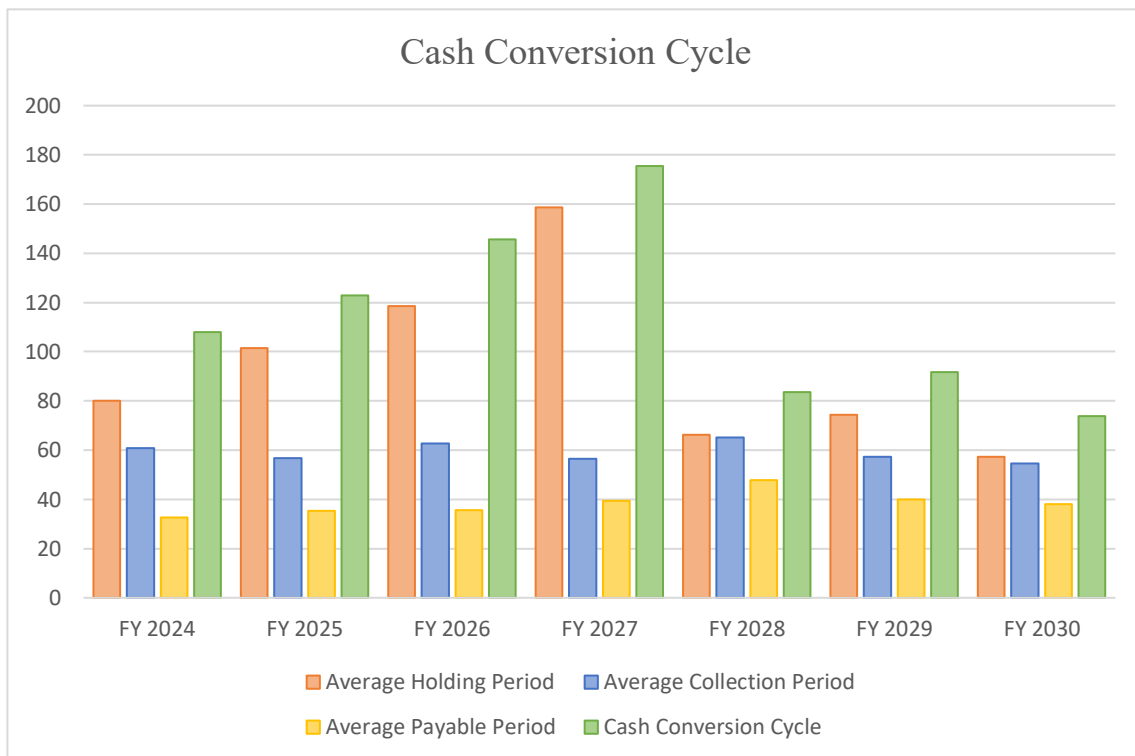
Average Payable Period = Payables/COGS * 365

Cash Conversion Cycle = Average Holding Period + Average Collection Period - Average Payable Period

<i>Trans4Motive</i>	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Inventories	2459111	3422787	4277145	5775190	2807292	3736404	2983241
COGS	11231046	12318236	13182727	13282788	15502019	18356305	19012741
Average Holding Period	80	101	118	159	66	74	57
Account receivable	3035286	2882269	3532372	3320976	4048711	4527597	4629093
Sales	18235129	18518499	20533695	21508485	22691037	28787679	30988104
Average Collection Period	61	57	63	56	65	57	55
Account payable	1002590	1195537	1285855	1437803	2027459	2015271	1980398
COGS	11231046	12318236	13182727	13282788	15502019	18356305	19012741
Average Payable Period	33	35	36	40	48	40	38
Cash Conversion Cycle	108	123	146	176	83	92	74

<i>Trans4Motive</i>	FY 2024	FY 2030	% change
Average Holding Period	80	57	-28%
Average Collection Period	61	55	-10%
Average Payable Period	33	38	17%
Cash Conversion Cycle	108	74	-32%

Table 4: Trans4Motive's Activity ratios
Source: Own illustration. BIP Industry Master's Simulation 2025



Graph 3: Trans4Motive's Cash Conversion Cycle
Source: Own illustration. BIP Industry Master's Simulation 2025

Profitability analysis

Gross Margin = (Revenue - COGS)/Revenue = Gross Profit/Revenue

EBIT Margin = EBIT/Revenue

EBITDA Margin = (EBIT + Depreciation + Amortization)/ Revenue

Net Margin = Net Income/Revenue

ROA = Net Income/ Total Assets

Asset Turnover = Sales/ Total Assets

ROE = Net Income/ Shareholder Equity

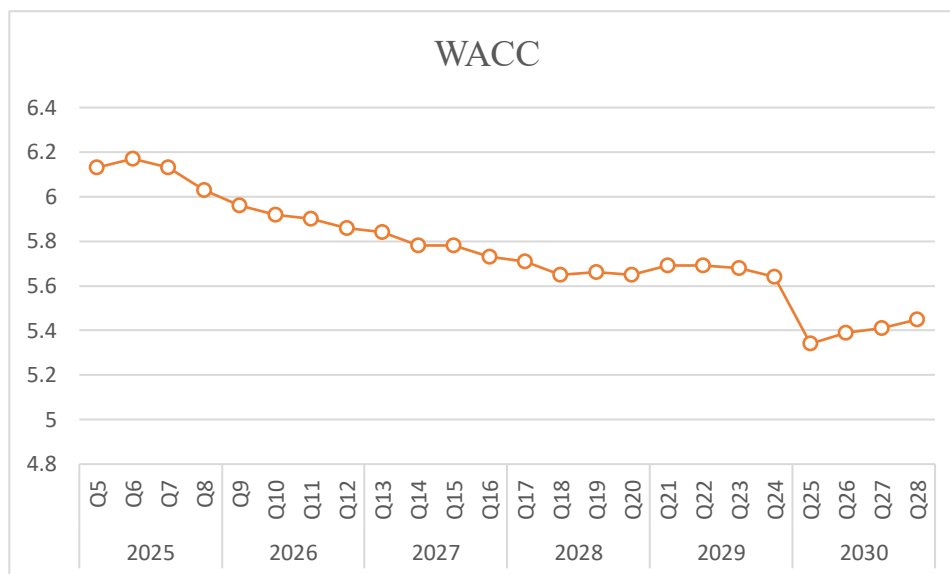
ROIC = Net Income/Invested capital

Operational Margins									
	2024	2025	2026	2027	2028	2029	2030	% Change 24-30	Growth 24-30
Gross Margin	38,4%	33,5%	35,8%	38,2%	31,7%	36,2%	38,6%	0,61%	0,24%
% change	-	-12,8%	6,9%	6,8%	-17,2%	14,4%	6,6%		
EBITDA Margin	35,0%	27,1%	27,9%	27,3%	21,7%	30,7%	35,0%	0,01%	0,00%
% change	-	-22,5%	3,0%	-2,4%	-20,3%	41,4%	13,9%		
EBIT Margin	25,1%	16,2%	15,0%	14,5%	8,0%	19,2%	23,6%	-5,89%	-1,48%
% change	-	-35,5%	-7,3%	-3,5%	-44,8%	140,7%	22,9%		
Net Margin	15,6%	9,5%	7,1%	4,3%	2,8%	12,4%	15,6%	0,51%	0,08%
% change	-	-39,0%	-25,7%	-39,3%	-35,0%	344,9%	26,4%		

Investment Profitability									
	2024	2025	2026	2027	2028	2029	2030	% Change 24-30	Growth 24-30
Asset Turnover	77,6%	68,1%	70,1%	69,0%	76,4%	90,5%	99,9%	28,69%	22,27%
% change	-	-12,2%	2,9%	-1,6%	10,8%	18,4%	10,4%		

Equity Profitability									
	2024	2025	2026	2027	2028	2029	2030	% Change 24-30	Growth 24-30
Return on Assets (ROA)	12,1%	6,5%	4,9%	3,0%	2,1%	11,2%	15,6%	29,35%	3,55%
% change	-	-46,5%	-23,6%	-40,3%	-28,0%	426,8%	39,5%		
D/E	97%	109%	113%	118%	104%	90%	58%	-39,92%	-38,63%
% change	-	12,8%	3,7%	4,4%	-12,2%	-12,9%	-35,7%		
Return on Equity (ROE)	23,8%	13,5%	10,5%	6,4%	4,3%	21,3%	24,7%	3,95%	0,94%
% change	-	-43,1%	-22,1%	-38,9%	-32,7%	392,2%	15,8%		

Table 5: Trans4Motive's Profitability Analysis
 Source: Own illustration. BIP Industry Master's Simulation 2025



Graph 4: Trans4Motive's WACC
 Source: Own illustration. BIP Industry Master's Simulation 2025

Real Company Comparison

Profitability comparison 2024	Industry Average	BMW	Mercedes	Audi	Trans4Motive
Gross Margin	16,26%	16,08%	19,63%	15,67%	38,4%
EBITDA Margin	5,15%	12,40%	13,99%	~8,66%	35,0%
EBIT Margin	4,56%	8,08%	9,34%	6,05%	25,1%
Net Margin	2,45%	5,39%	7,15%	6,49%	15,6%
Return on Assets (ROA)	5,06%	2,87%	3,93%	5,73%	12,1%
Asset Turnover	2,03%	53,18%	54,94%	88,24%	77,6%
Return on Equity (ROE)	16,71%	8,08%	11,12%	11,67%	23,8%

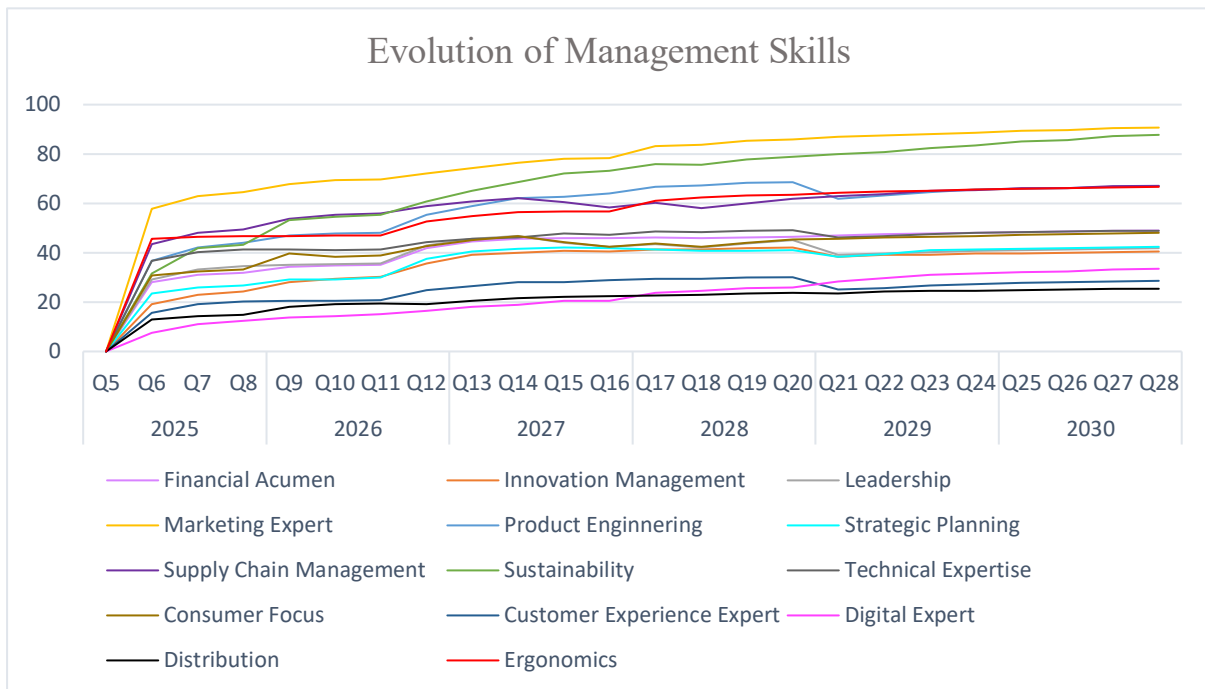
Liquidity comparison 2024	BMW	Mercedes	Audi	Trans4Motive
Total Current assets	36216	102000	37703	7854451
Total Current liabilities	30841	75000	22884	1002590
Current Ratio	1,17	1,36	1,65	7,83
Total Current assets	36216	102000	37703	7854451
Inventories	7766	26234	7837	2459111
Total Current liabilities	30841	75000	22884	1002590
Quick ratio	0,92	1,01	1,31	5,38
Cash & cash equivalents	8142	14511	12229	2360054
Total Current liabilities	30841	75000	22884	1002590
Cash Ratio	0,26	0,19	0,53	2,35
Total Current assets	36,216	102000	37703	7854451
Total Current liabilities	30841	75000	22884	1002590
Net working capital	-30.805	27.000	14.819	6.851.861

Activity comparison 2024	BMW	Mercedes	Audi	Trans4Motive
Inventories	7766	26234	7837	2459111
COGS	88214	117018	54419	11231046
Average Holding Period	32	82	53	80
Account receivable	2834	6973	5932	3035286
Sales	105317	145594	64532	18235129
Average Collection Period	10	17	34	61
Account payable	14126	11312	8275	1002590
COGS	88214	117018	54419	11231046
Average Payable Period	58	35	56	33
Cash Conversion Cycle	-16	64	31	108

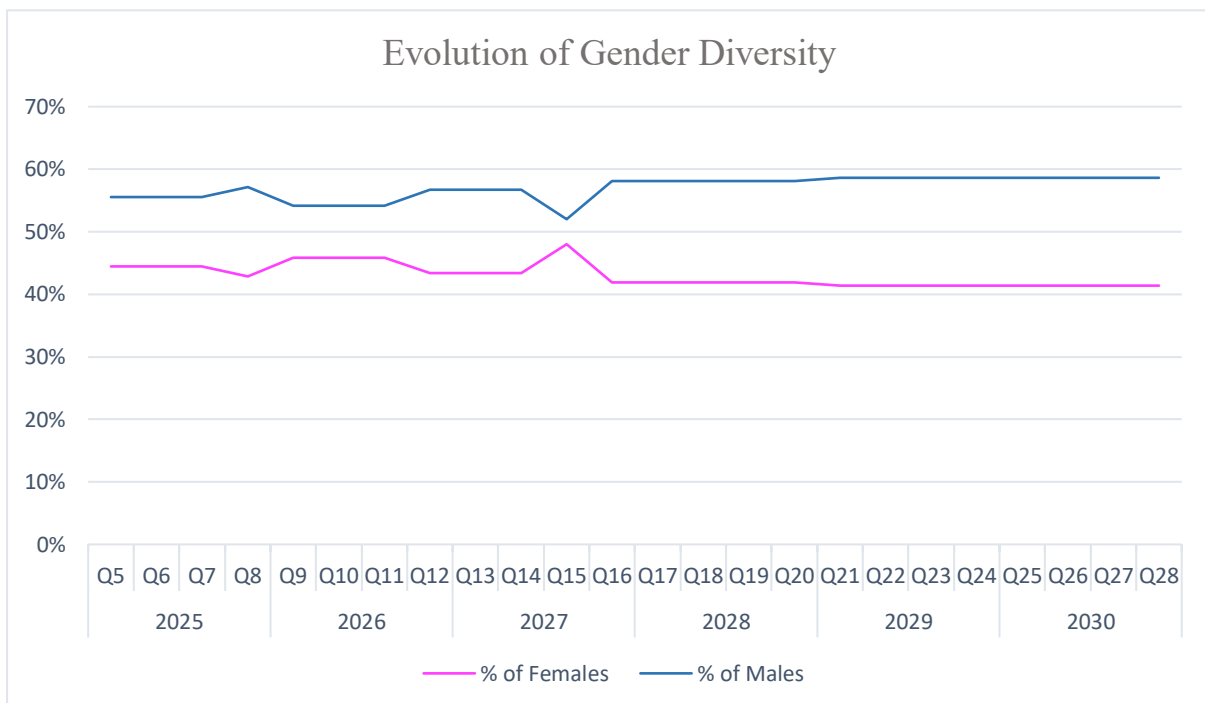
Table 6: Real Company Comparison – Profitability, Liquidity, and Activity (FY 2024)

Source: Own illustration. BIP Industry Master's Simulation 2025

Appendix B – Human Resources



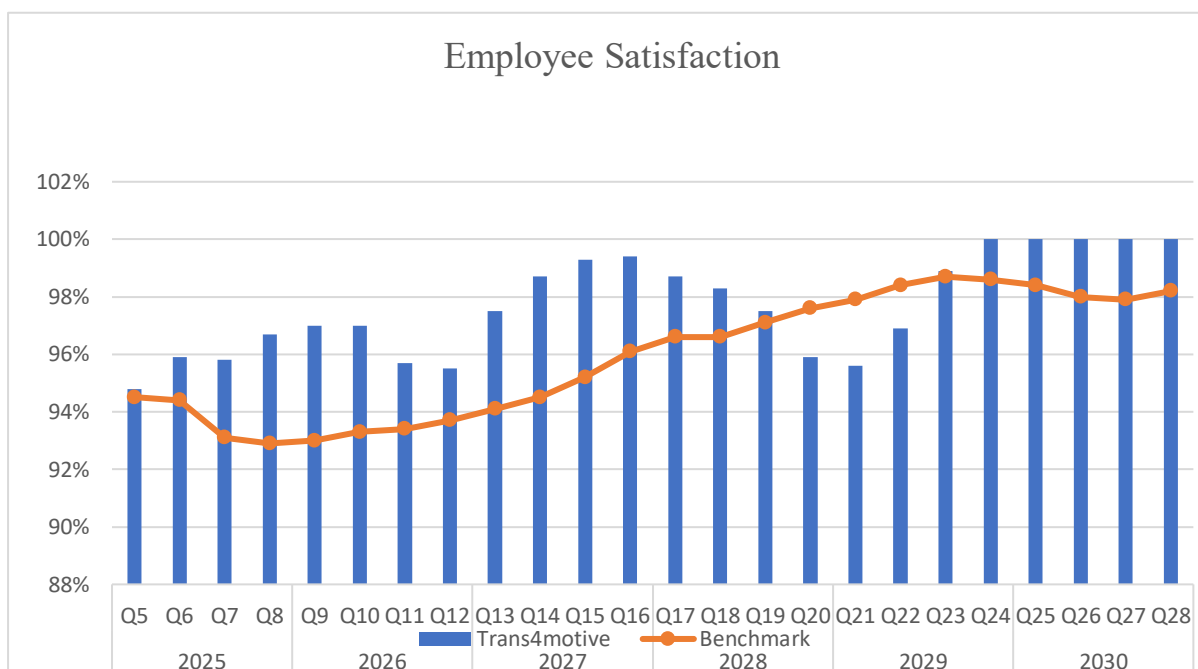
Graph 5: Evolution of Management Skills
Source: Own illustration. BIP Industry Master's Simulation 2025



Graph 6: Evolution of Gender Diversity
Source: Own illustration. BIP Industry Master's Simulation 2025

Manager Gender Pay Gap	Q4 2025	Q4 2026	Q4 2027	Q4 2028	Q4 2029	Q4 2030	Average
Male average Salary	148290	158050	156980	168417	184952	191389	168013
Female Average Salary	93109	137354	143300	147906	160425	157940	140005
% Difference	46%	14%	9%	13%	14%	19%	19%
Board Average Male Salary	-	-	295787	287509	305019	305019	298333
Board Average Female Salary	-	-	-	-	-	-	-
% Difference							
Manager VII Average Male Salary	255500	263991	261134	267578	295343	256204	266625
Manager VII Average Female Salary	-	-	-	197566	218066	226876	214169
% Difference				30%	30%	12%	24%
Manager VI Average Male Salary	-	159819	168938	173099	182106	187225	174237
Manager VI Average Female Salary	170324	178853	178998	177006	189495	190864	180923
% Difference		-11%	-6%	-2%	-4%	-2%	-5%
Manager V Average Male Salary	141055	143413	143845	145010	134582	136764	140778
Manager V Average Female Salary	133531	133570	136666	136426	142318	129278	135298
% Difference	5%	7%	5%	6%	-6%	6%	4%
Manager IV Average Male Salary	97067	102748	106900	106319	109042	-	104415
Manager IV Average Female Salary	102559	-	95915	102783	-	-	100419
% Difference	-6%		11%	3%			3%
Manager III Average Male Salary	86961	86873	90382	-	-	-	88072
Manager III Average Female Salary	-	92190	-	-	-	-	92190
% Difference		-6%					-6%

Table 7: Trans4Motive's Manager Gender Pay Gap
Source: Own illustration. BIP Industry Master's Simulation 2025



Graph 7: Trans4Motive's Employee Satisfaction
Source: Own illustration. BIP Industry Master's Simulation 2025

Management Salary	Q4 2025	Q4 2026	Q4 2027	Q4 2028	Q4 2029	Q4 2030
Board			295787	304661	323215	323215
				270357	286822	286822
Manager VII	273261	289987	262483	267578	295343	307275
	237738	252290	259784	197566	218066	226876
		249696				205133
Manager VI	170324	184364	191812	185754	197168	204479
		173341	180344	179620	196539	203800
		166695	174388	178633	195886	200861
		166164	173430	178063	193062	194969
		148192	172877	177471	187398	194712
		158226	169818	174913	187151	192684
			154179	168558	185202	182363
			164837	167793	175281	178359
				158804	171433	177205
					170324	172595
				165893	172003	
Manager V	163343	165612	172302	171483	165324	163360
	156580	164330	164619	169782	157017	162599
	150794	163224	162906	151286	156285	159843
	149297	160024	166488	149782	153636	152792
	148839	158436	145419	142256	146859	150007
	147837	156580	144000	141593	144182	147065
	146176	137032	138113	136465	141354	142649
	134222	132750	137469	130628	137110	142445
	125093	132131	129892	130444	136914	136475
	121680	124848	126823	128066	131175	122925
	108243	121898	126645	124222	115717	12800
	102934	121727	124336	121610	113564	116854
		119508	120604	118843	112317	115716
		115921	118068			
		111258	115382			
	110902					
Manager IV	110408					
	98793	106937	111258	114596		
	98477	105296	109550	112837		
	97277	96012	99891	102888		
	96856		95915	102783	109042	
			94955			
Manager III	86961	92190	90382			
		86873				

Female Manager
Male Manager

Table 8: Trans4Motive’s Management Salary Structure
Source: Own illustration. BIP Industry Master’s Simulation 2025

 Jens Hochberg, Board	Skills Speciality: Score (out of 10) Product Engineering 10.00 Leadership 6.30 Customer Experience Expert 7.30 Sustainability 7.80
	Career Entry Date: December 2023 Onboarding: 100% Annual Salary: \$286,822 Career: Board December 2028 Manager VII December 2023
Decision Making	

Figure 1: Board Member Profile: Jens Hochberg
 Source: Own illustration. BIP Industry Master's Simulation 2025

Appendix C – Operations














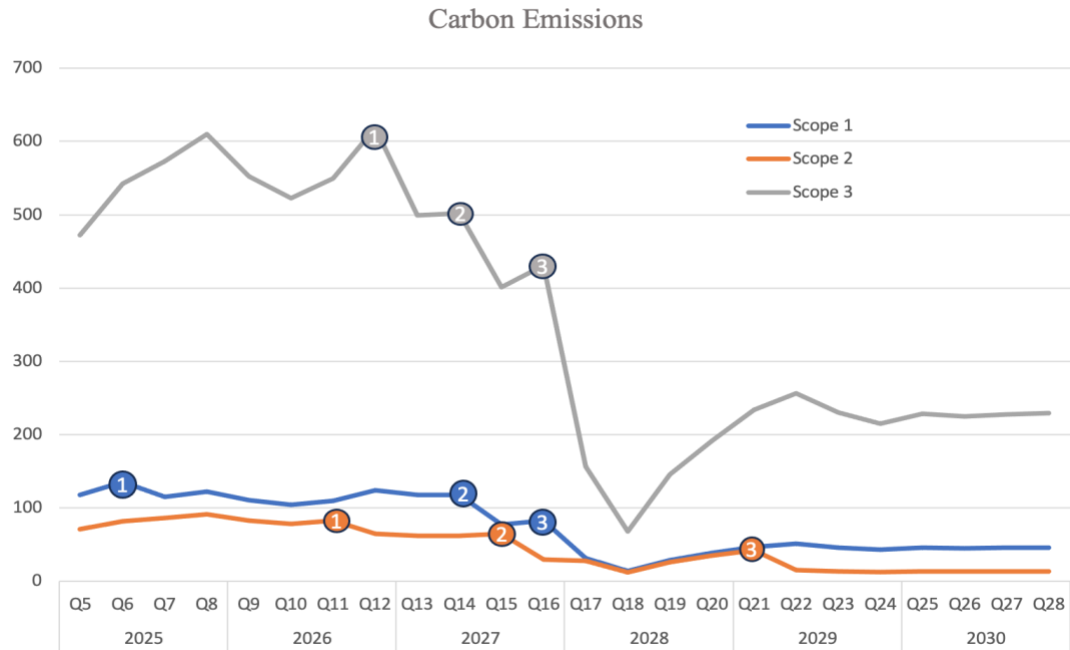
Trans4Motive's Car Fleet						
	Cars	Model	Production location	Active since	Discontinuation date	Relaunch date
Diesel		PU 225G	USA	Q0	Q15	-
		LUX 225G	USA + Europe	Q0	Q14	-
Hybrid		Business 135H	Europe	Q0	Q12	-
Electric		Sport E	USA	Q0	Q20	-
		4X4 E	Europe + China	Q0	-	Q9 + Q19
		City E	China	Q0	Q15	-
		Pixie	Europe	Q6	-	Q22
		Voltreon	Europe	Q8	-	Q24
		Civita	China	Q11	-	-
		Lyvion	USA	Q11	-	-
		Falcon	USA	Q12	-	-
		Terra LUX	USA	Q15	-	-
		Veloze	Europe	Q17	-	-

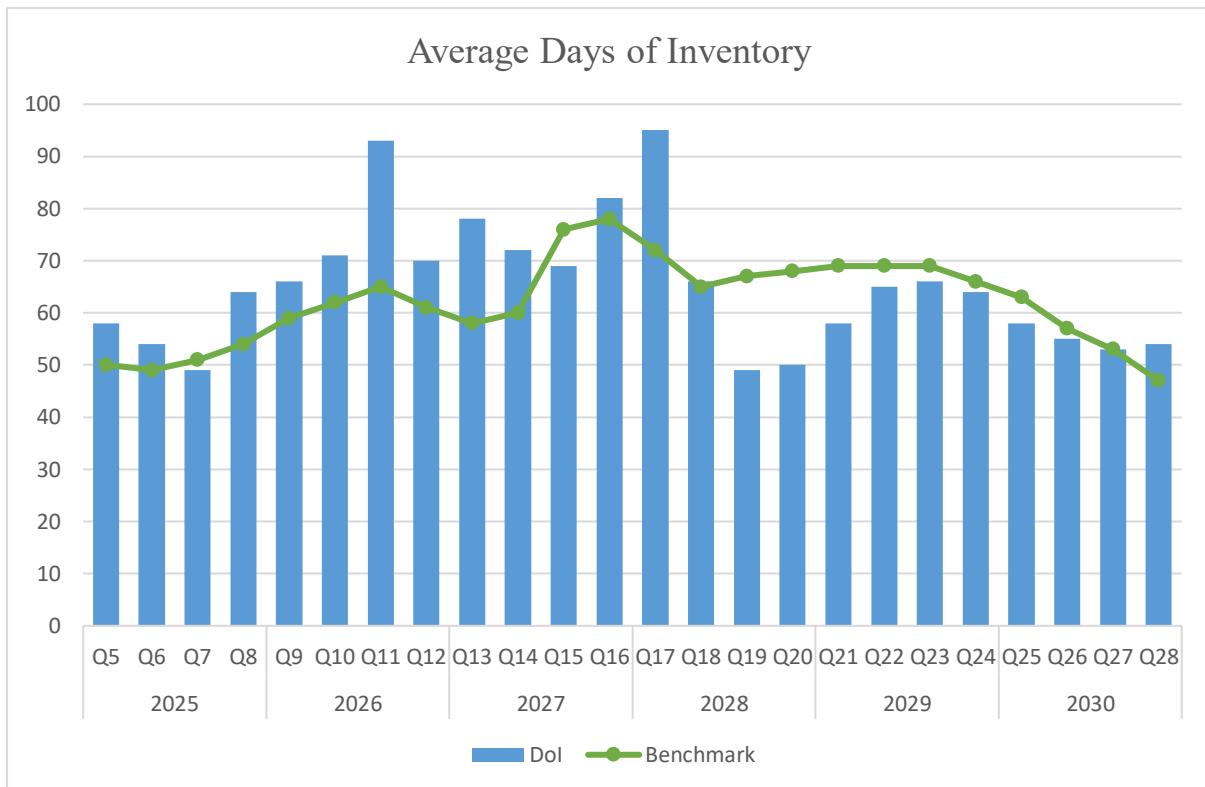
Table 9: Trans4Motive's Car Fleet by Model, Production, and Lifecycle
 Source: Own illustration. BIP Industry Master's Simulation 2025

		Operations Plan																															
Technology	Cost(\$M)	Year0				Year1				Year2				Year3				Year4				Year5				Year6							
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28				
US Expansion	800													800																			
Europe Expansion	800																																
China Expansion	800																																
Total Costs Factory																																	
Scope 1	Water Consumption Reduction	200																															
	Waste Reduction	400																															
	ISO14001/EMAS Certificates	500																															
Scope 2	Energy Efficiency Investment	150																															
	Install Solar Panels	250																															
	Energy Management System	100																															
Scope 3	Offset Suppliers CO2	(quarterly)																															
	Sustainable Suppliers	20																															
	External Battery Recycling	200																															
Decision	In-House Recycling Facilities	200																															
Total Costs Sustainability																																	
Total Costs Operations																																	

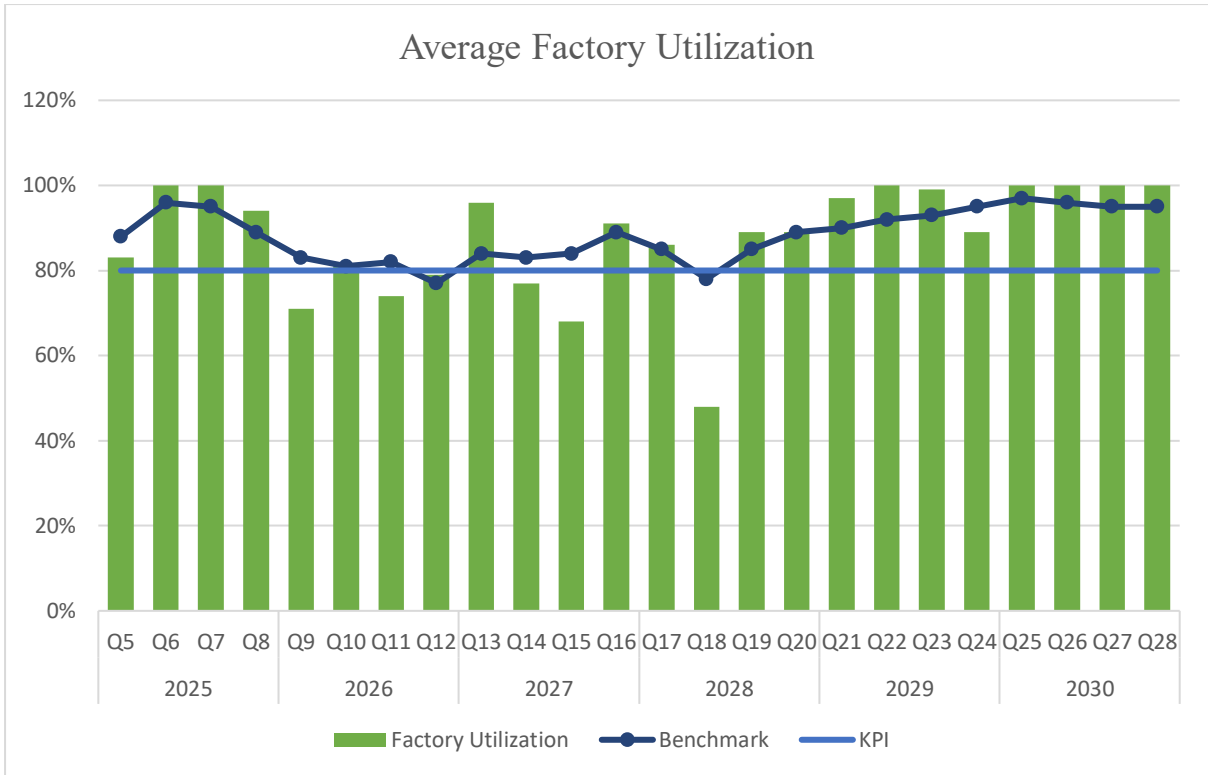
Table 10: Trans4Motive's Operations and Sustainability Investment Plan
Source: Own illustration. BIP Industry Master's Simulation 2025



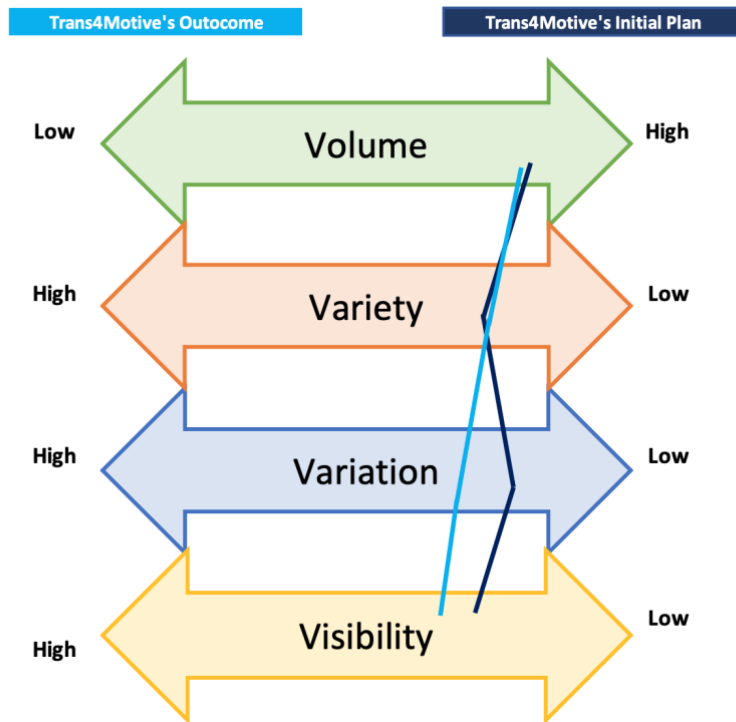
Graph 8: Trans4Motive's Emissions by Scope
Source: Own illustration. BIP Industry Master's Simulation 2025



Graph 9: Trans4Motive's Average Days of Inventory vs. Benchmark
Source: Own illustration. BIP Industry Master's Simulation 2025

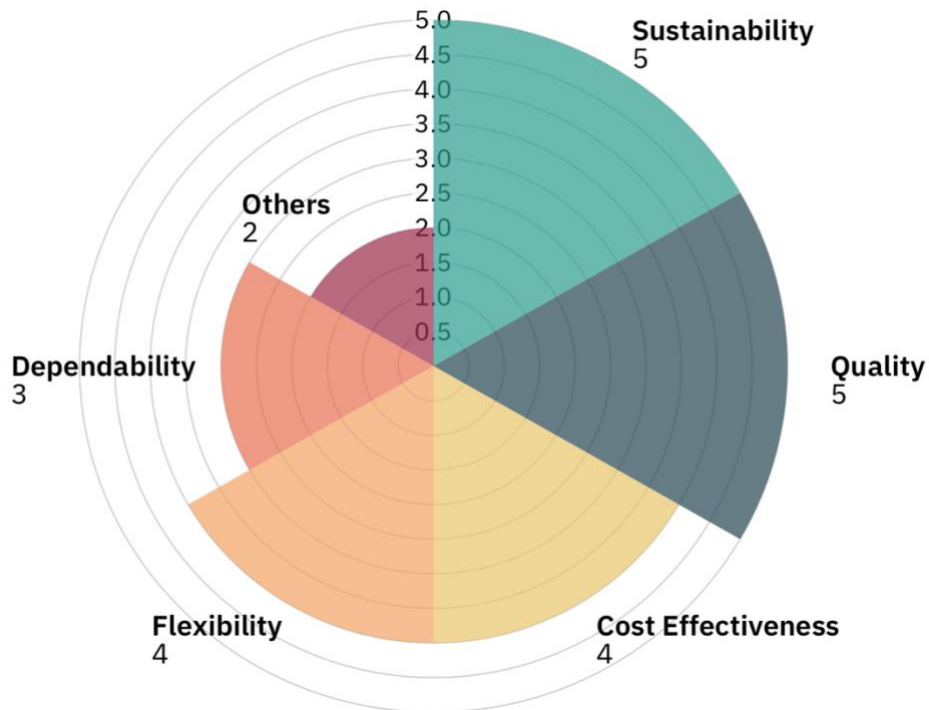


Graph 10: Trans4Motive’s Average Factory Utilization vs. Benchmark
Source: Own illustration. BIP Industry Master’s Simulation 2025



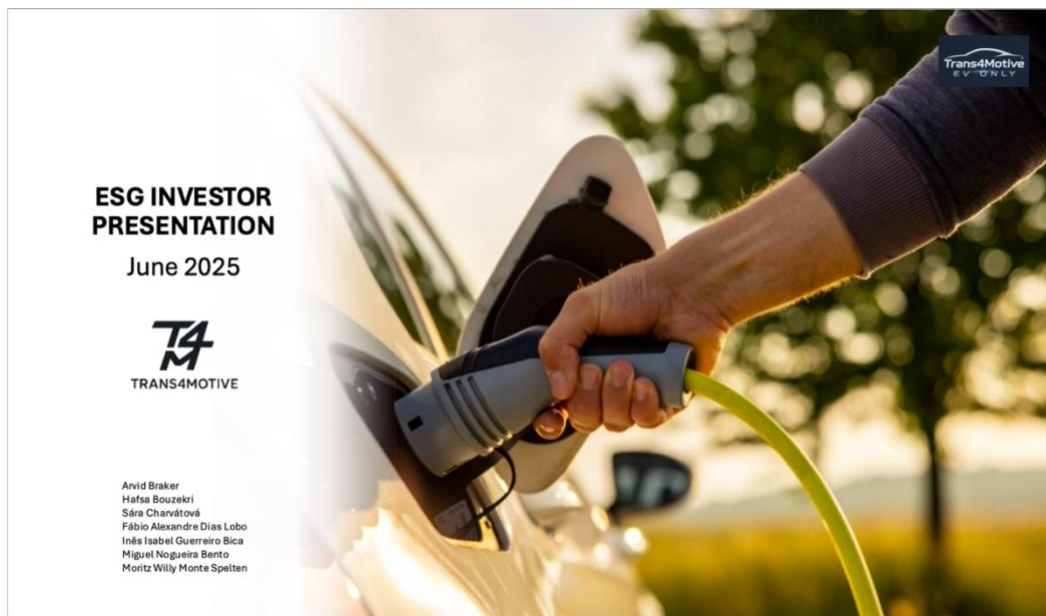
Graph 11: Trans4Motive’s Operational characteristics according to the 4Vs Framework
Source: Own illustration. BIP Industry Master’s Simulation 2025

Trans4Motive's Competitive Dimensions



Graph 12: Trans4Motive's Operations Trade-Offs
Source: Own illustration. BIP Industry Master's Simulation 2025

Appendix D – ESG Report





Trans4Motive's Vision, Mission and ESG Strategy: Driving Sustainable Value Through Cross-Functional Action and Global Reporting Alignment

Trans4Motive is a 100% electric automotive company, set to disrupt the market through cutting-edge technology, premium service, and personalized experiences

Vision: To redefine premium electric mobility through innovative, locally tailored, and sustainably built vehicles.

Mission: To accelerate global adoption of carbon-free, profitable electric vehicles designed to meet local market needs through innovation, efficiency, and sustainability

Core Values:

Sustainability	Innovation
Integrity	Collaboration

Strategic Alignment with Sustainability

Our strategic roadmap integrates ESG at its core, by mitigating transition and physical climate risks through scenario analysis aligned with Paris goals, optimizing resource use via circular economy models, and leveraging sustainable finance instruments to fund low-carbon investments.

Sustainability Contribution by each

	Current	Future
Operations	Implemented eco-efficiency upgrades (LED lighting, HVAC), closed-loop water recycling, and waste reduction. Achieved ISO14001 certification. Scope 1 emissions per car fell from 6.58 to 1.87 (-72%).	Advance automation and digital skills for energy efficiency. Adopt regenerative design and waste heat recovery. Pilot renewable micro grids and embed climate resilience into facility operations.
Finance	Green CapEx exceeds 50%. Internal carbon pricing guides financial modeling. Developing green bond and sustainability-linked loan frameworks tied to emissions KPIs; securing ESG-based financing	Launch Green Finance Framework with third-party review. Issue green bonds for energy and circularity projects; structure loans with KPIs like renewable share and supply chain emissions.
Innovation	Developing EV modules for disassembly and recycling. Use low-carbon materials. Using LCA tools to cut product carbon footprint.	Expand circular design and pilot cleaner battery chemistries. Align suppliers on emissions. Apply ESG criteria in R&D prioritization.
Human Resources	Launched Sustainability Policy and climate literacy training. Built ESG ambassador network and integrated DEI to support ESG culture and skills.	Offer advanced ESG training and embed objectives in reviews and incentives. Promote workforce resilience and foster diversity to drive innovation.
Marketing	Shared ESG disclosures and green finance benefits via investor materials and digital campaigns on low-carbon, circular products.	Highlight emissions and ROI through case studies. Promote the Sustainable Finance Framework and leverage ESG ratings.



Resource Management | Scope 1: Building the Future of Manufacturing with \$1.1B in Scope 1 Emission Investments

Scope 1: Investments Roadmap

Water Consumption Reduction (Q6)
Implemented advanced water recycling systems to reduce freshwater use, cut treatment and energy costs, and support environmental sustainability. Ongoing monitoring ensures responsible water stewardship in line with global sustainability standards.

Sustainable Waste Reduction (Q14)
Waste reduction investment to lower operating costs, support environmental preservation, and promote more sustainable waste management. Optimized material usage and embedded circular economy principles across manufacturing operations.

ISO14001/EMAS Certificates (Q16)
ISO 14001 and EMAS certified, reinforcing our commitment to sustainability, regulatory compliance, operational efficiency, and enhanced credibility in environmental management.

Scope 1: Impact Overview

Our Scope 1 investments have driven an **21.69% annual reduction** in CO₂ emissions, underscoring the effectiveness of targeted operational changes and cleaner technologies in reducing direct emissions.

Scope 1: Future Goals

- Promote innovation in core manufacturing processes to set new standards for sustainable industrial performance.
- Lead the industry in transparent emissions practices, ensuring that every step of our operations reflects our environmental values.
- Invest in long-term solutions that eliminate the need for fossil fuels in our operations and encourage the adoption of breakthrough clean technologies.
- Continuously benchmark against global leaders in Scope 1 performance to maintain our role at the forefront of sustainable manufacturing.

SDGs



Resource Management | Scope 2: Driving Carbon Reduction Through Smart Energy Decisions

Scope 2: Investments Roadmap

Energy Efficiency Investments (Q11)
Energy efficiency reduces greenhouse gas emissions, other pollutants, and water use, while also lowering utility costs and creating jobs. It enhances grid stability and supports long-term sustainability by reducing overall energy demand.

Solar Panel Installation (Q15)
Solar energy systems produce no air pollution or greenhouse gases, helping to cut emissions while significantly reducing energy costs. Surplus electricity can be sold back to the grid, further lowering operational expenses and supporting a cleaner energy ecosystem.

Energy Management System (planned for Q21)
An Energy Management System (EMS) uses computer-aided tools to monitor, control, and optimize energy use, improving efficiency and system performance. When applied to facility-level operations, EMS enables smarter decision-making and real-time energy savings.

Scope 2: Impact Overview

Our Scope 2 investments have driven an **15.08% annual reduction** in CO₂ emissions, and we expect to decrease even further with the upcoming EMS investment (prediction in red).

Scope 2: Future Goals

- Implement the Energy Management System (EMS) in Q21 to further optimize energy use and reduce CO₂ emissions across all facilities
- Track and publicly report progress annually, ensuring transparency and accountability on Scope 2 performance
- Strive to become the greenest automotive company in the industry and a sustainability pioneer, inspiring competitors to follow and contribute to a cleaner future
- Expand on-site renewable energy capacity, including additional solar installations where technically and economically feasible.

SDGs

Resource Management | Scope 3: Strengthen Supplier Decarbonization to Unlock Value and Mitigate Scope 3 Risks



Scope 3: Investments Roadmap

Offset Suppliers CO2 (Q12)
We invested in high-quality carbon offsets to neutralize residual upstream emissions while deeper decarbonization is implemented, signaling accountability and building stakeholder trust despite modest short-term cost increases.

Sustainable Suppliers (Q14)
A \$20M commitment to partner on science-based targets, renewable energy installations, and responsible sourcing boosts our low-carbon credentials, unlocks green financing, and fosters innovation and resilience across the supply chain.

External Battery Recycling (Q17)
The \$200M investment in recycling infrastructure and take-back programs recovers critical metals, reduces reliance on virgin materials, lowers long-term CO₂ intensity and costs, mitigates supply risks, and embeds circularity in our business model.



Scope 3: Future Goals

- Science-Based Targets (SBTI-Aligned)**
Committed to absolute GHG reductions (Scopes 1-3) in line with a 1.5°C pathway, with external validation and public reporting.
- Responsible Sourcing & Full Traceability**
End-to-end traceability of critical minerals (lithium, cobalt, nickel) via audited supply chains; conflict-free sourcing and adherence to OECD guidelines.
- Digital Emissions & ESG Reporting**
Use of a supplier portal for real-time energy and emissions data sharing, enhancing accuracy of Scope 3 tracking.
- Innovation in Low-Carbon Chemistries**
R&D collaboration on next-gen chemistries (e.g., lower-cobalt or cobalt-free formulations) to reduce material impact.

SDGs

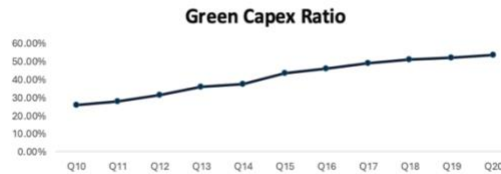
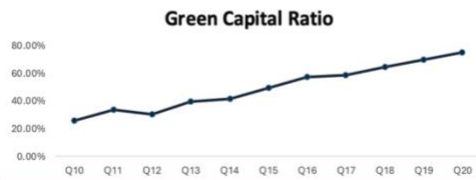
From Capital to Catalyst: How Trans4Motive drives Investments into Impact



Current Operations:

<h4>Strategic Capital Allocation</h4> <ul style="list-style-type: none"> Investing 53.40% of CapEx in low-carbon projects, up from 0% at the start of our ESG journey, driving growth and resilience. 	<h4>Asset Alignment</h4> <ul style="list-style-type: none"> Ensuring 74.82% of our assets support sustainability goals, increased from 0% baseline, safeguarding operations against market and regulatory shifts. 	<h4>Risk Management</h4> <ul style="list-style-type: none"> As a fully electric manufacturer since Year 3, we avoid CO₂ penalties tied to the 47.50 g/mile allowance and \$60/ton carbon cost. 	<h4>Sustainable Finance Framework</h4> <ul style="list-style-type: none"> Structuring green bonds and sustainability-linked loans with clear KPIs, leveraging strong ESG metrics for favorable terms.
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Financial Discipline & Transparency: Embedding ESG screening and Paris-aligned scenario analysis into investment evaluations; delivering quarterly financially focused ESG reporting.



Targets:

- Lead in Green Financing:** Prioritize sustainable borrowing to secure favorable terms and demonstrate market leadership.
- Align Funding with Performance:** Issue sustainability-linked instruments tying costs to clear financial and ESG outcomes for accountability.
- Maximize Risk-Adjusted Returns:** Continue selecting low-carbon, high-return projects to boost ROE and strengthen credit profile.
- Elevate Transparency:** Provide regular impact and financial performance updates related to ESG initiatives, deepening investor partnership.

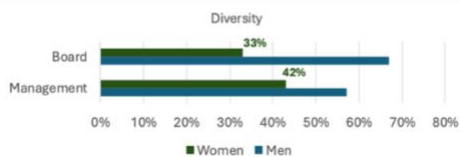
Financial Highlights

5.65% WACC	\$22.691bn Revenue	13.74% EBIT Margin	\$567M FCF
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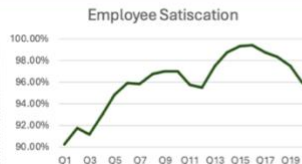
Championing gender equity, enhancing employee engagement, and building strong sustainability expertise across our workforce are key steps toward shaping a responsible future.



We remain committed to fostering an inclusive, motivated, and sustainability-focused workforce as part of our long-term employee management strategy.

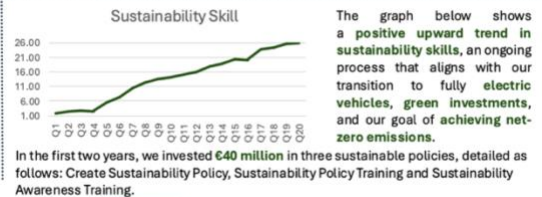
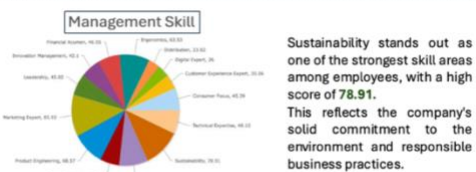


Employees and board are selected based on merit and skills, reflecting our commitment to fairness, gender balance, and cultural diversity. We actively promote gender equality in recruitment, retention, and promotion.



Employee satisfaction reached a peak of **99.7%** in Q17, driven by increased salaries and investment in training. Following a financial contraction that required salary reductions, satisfaction declined slightly and now stands at **95.5%** in Q20.

With a clear understanding of what drives engagement, we're confident that once profitability allows, investing in a **5% salary increase** and **10% more training** over two years will restore motivation and help us achieve **100% employee satisfaction**.



To support our future in employee management, we have outlined goals across three term horizons: **Short-term:** Empower employees to adopt a more conscious and forward-thinking mindset; **Medium-term:** Strengthen sustainability skills to unlock operational investments. Increase both salary and training; **Long-term:** Achieve a measurable increase in employee satisfaction within the next four quarters.

Figure 2: Trans4Motive's ESG Report
 Source: Own illustration. BIP Industry Master's Simulation 2025

Appendix E – Personal Reflection

Trans4Motive

Group 4

Core Values:

- Respect & Integrity:** Treat each other fairly.
- Trust:** Count on each other and create a space for ideas.
- Accountability:** Own your tasks and deliver on time.
- Flexibility & Agility:** Adapt to change and stay solution-oriented.
- Positivity & Support:** Encourage others. Keep a good team vibe.

Conflict Management

Address issues early.

Use Pause–Reflect–Resolve:

- Pause to cool down
- Reflect alone
- Resolve face-to-face

Show empathy; think from their view.
Still stuck? Ask the Harmony Guardian.

Time & Performance Management

- Meetings begin with a clear agenda.
- Time Manager ensures timing and task discipline.
- Be ready 5 minutes before scheduled time. For simulation, 10 minutes early.
- Finish on time over striving for perfection.

Decision Making

-Start with input from all members (roundtable style), evaluate the risks that come with the decision, arguments are necessary, no decision without approved rationale

-Use collective judgment; when needed, proceed to voting.

Four types of decisions:

1. **Convenience:** Delegate entirely
2. **Collab:** Discussion + open to veto
3. **Collective:** Vote
4. **Consensus:** Align through discussion

Analytic MB

IC IB

Efficient Decisions AB

Harmony MB

FL

Creativity HB

Roles & Agreements

Conflict Moderator Moritz Spelten	Decision Driver Arvid Braker	Energy Manager Hafsa Bouzekri & Miguel Bento	Notes Keeper Inés Bica	Time Manager Sára Charvátová	Harmony Guardian Fábio Lobo
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Agreements - All members sign this charter to commit to the team's values and culture, learn together, and contribute to a meaningful and memorable experience!

Figure 3: Trans4Motive's Team Charter
 Source: Own illustration. BIP Industry Master's Simulation 2025

On a Good Day

On a Bad Day

Figure 4: The four personality types according to the Insights Discovery test (Insights Discovery 2024)

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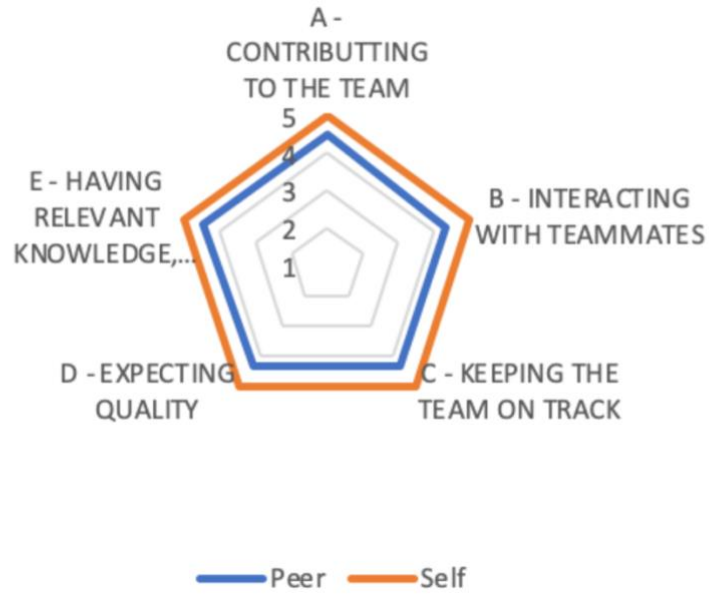


Figure 5: Peer vs. Self Evaluation of Team Contribution
 Source: BIP Industry Master's Simulation 2025

New Customer Sales Pitch



Sorry! You did **not** win a new customer!

Figure 6: Outcome of Sales Roleplay
 Source: BIP Industry Master's Simulation 2025

Client Retention



Great! You retained your customer!

Figure 7: Outcome of Client Retention Roleplay
 Source: BIP Industry Master's Simulation 2025

ESG Creditation



Thank you for completing the ESG report document. We have reviewed the information you provided and are positively impressed with your companies commitment to sustainable business practices. As a result we intend to increase our investment in your company by an additional \$1B.

Figure 8: Outcome of ESG Report
Source: BIP Industry Master's Simulation 2025