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Driving Change: Analysis and Reflection of Eco Motion's Journey to Sustainability and Electrification

Yaseen Anil Gois Habib

Work project carried out under the supervision of:

Luís Lages

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Abstract

The automotive industry is facing a disruptive change. Throughout the years, sustainability has gained an extreme importance, forcing car manufacturers to shift towards electrification and invest in top notch technology to meet changing consumer demand.

This paper analyzes in depth how this change was managed as a team during three intensive weeks of hard work. The first section focuses on the performance of Eco Motion during six years using frameworks, data, and theory to support the intuition behind each move. The second section reflects on two critical incidents that took place, emphasizing the importance of teamwork, communication, and personal development.

Keywords

Sustainability, Business in Practice, Automotive Industry, Teamwork, Electrification, Strategy, Electric Vehicles, Self-Reflection, Simulation, Conflict, Confidence, Marketing, Operations, Environment.

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1. Firm Analysis

The Automotive Industry

In today's fast evolving world, sustainability has gained an importance that urges many businesses to pursue it. In the automotive industry, the future is expected to be electric. To hasten the shift to environmentally friendly transportation, governments are enacting stringent pollution regulations and offering financial incentives. The European Union's "Fit for 55" program is an example of an initiative aimed at drastically reducing greenhouse gas emissions.[1] This indicates that the demand for EVs will continue to grow and that a new green era is already underway. With combustion cars still being very high on demand, the shift to full electrification will take time. Nonetheless, some car companies are already making major investments in electric vehicles. Honda, for example, has announced that it plans to switch completely to electric vehicles by 2040, placing a high priority on battery technology and aiming to commit more than $60 billion by 2030 to the development of electric vehicles.[2]

Simulation Overview

Eco Motion is a global car manufacturer operating in Europe, China, and the United States. As a company, Eco Motion is invested into leading the change towards a more sustainable and green future. To fulfill that, a new Board of Directors was appointed to address the urgent need to switch from internal combustion engines to electric ones, navigate the industry, and invest strategically in technologies that will make an impact. This paper analyzes Eco Motion's performance over the six years using frameworks, theories, data from the simulation, and examples from real world companies. The focus will be explicitly on three areas – Strategy, Marketing, and Operations that will provide clarity on the company's decisions and results.

[1] Conzade et al. "Why the automotive future is electric". Mckinsey, 2021
[2] Fitzgerald. "Honda Stands Firm on Full Electrification Efforts". Car and Driver 2024

Strategy Review

In the automotive sector, organizations must have a well-defined strategy to efficiently maneuver through a multifaceted and dynamic market. To guarantee successful planning and operations, this broad idea necessitates that each organization explicitly identify its own approach. The fundamental component of any strategy is being selective in the criteria that a company wants to compete on and then creatively and methodically building an operation that is precisely calibrated to offer those specific attributes (Russo 2014). Businesses have different organizational structures both synchronously and diachronically depending on the competencies they have gained and how they need to change internally. As a result, it appears that every business develops its organizational capacities, at least in part, on its own (Chandler 1992). Each business forges its own path in an effort to gain a competitive edge, complete with detours and challenges that are unique to it (Bélis-Bergouignan, Bordenave, and Lung 2000).

Deep Dive into Eco Motion's Strategy

Clean mobility and sustainable vehicle technologies offer a huge chance to contribute considerably to meeting not only national but also global climate objectives (Hochfeld et al., 2017). In the beginning, our strategy was clear: to be the most sustainable possible. To do that, we decided to focus solely on small to medium cars from our portfolio, where we integrated the 4v4 E as a medium sized car, and treated the PU 225G as an outsider. The goal was to make our fleet full electric. To understand how Eco Motion could gain a competitive advantage in the market, we began our thought process using Porter's Generic Strategies (Figure 1). Porter claims that a business may get a competitive edge and exceed typical industry returns by putting one of these techniques into practice (Akan et al., 2006). Taking this into account, a cost leadership strategy was initially adopted by the Eco Motion team. Since we wanted to be sustainable while charging affordable prices and gain market share at the same time, it was evident that when we attempted to sell inexpensive EVs, the market did not react well. In the

first quarters we first decided to downsize Business 135h since it had a combustion engine, and decreased the prices of the EVs, mainly, 4v4 E, City E, and Sport E. While doing that, in order to go in line with the idea of having a full electric portfolio, we developed a new Micro Car in Q4, a Biz Electric in Q6, and three others, with one being a Luxury Sport E during Q11. Furthermore, investments such as AI implementation, Next Generation E-Drive Modules, Vehicle to Vehicle Communication, and Charging Network Expansions made it harder to maintain costs at a low level, having a combined expense of $1,4 billion. Up until Q14, our revenue was moderately low and irregular, indicating that this strategy was being innefective (Figure 2).

For our EVs, we then decided to adopt another approach. Our goal was to provide unique goods at premium pricing that were within reach of the average consumer, all the while avoiding needless price battles and emphasizing green innovation. We couldn't just go straight into a high-end market with fewer units sold, as we had already invested in growing our facilities for large-scale production. Since focusing either on prices or quality will not be sufficient for lasting success and to draw consumers to electric mobility, successful electric car manufacturers must employ a dual approach that addresses both costs and quality (Kampker, Burggräf, and Nee 2012). Thus, we had to adopt a strategy where we combined both cost leadership and differentiation at the same time. Moreover, even though it went against our strategy from the beginning of focusing highly on sustainability, it was crucial, particularly at first, to take advantage of the large margins of combustion engine automobiles. For example, in Q8, the profit margin for the PU 225G was 35.6%, whereas the Lux 225G had a margin of 23.8% and the Business 135h 29.9% (Figure 3). These large margins were essential for funding our business activities in the following quarters.

External Analysis: Analyzing the Industry

Using Porter's Five Forces (Porter 1979), I evaluated the profit potential in the industry. The

Threat of Entry in the EV market is moderate since effective manufacturing requires large capital expenditures, in-depth R&D, industry knowledge, and economies of scale, which makes it difficult for new competitors to enter the market successfully. Fundraising attempts are hampered by high initial expenditures and sluggish returns. Even with over $4 billion in funding, new manufacturers like Rivian and others like Lucid Motors, Byton, and Faraday Futures have struggled to get EVs into consumers' hands. However, well-established manufacturers possess the means and know-how to increase EV manufacturing. For instance, from April 2019 to April 2020, BMW's 530e, i3, and 330e cars brought home a 7% market share (Fedotov 2022). *The Bargaining Power of Buyers* is high, whereas besides there being a shift in consumer preferences regarding EVs with interest growing – 10-30% in US, 40-60% in Europe, and over 70% in China (Baik et al. 2019), merely 5% of customers who express worries about the environment take action (Caruana, Carrington, and Chatzidakis 2016).

The Threat of Substitute Product is high since consumers could simply switch to cheaper alternatives such as public transport, scooters and bicycles in order to get around urban areas. *The Bargaining Power of Suppliers* is moderate. Van der Steen et al.'s 2014 study on e-mobility strategies in eight European nations outlined a government policy that was shallow and longer-term, with a focus on inadequate charging infrastructure. However, Tesla has come up with a strategy to set itself apart from rivals by creating its own network of charging stations. Furthermore, a number of established automakers, like Ford and Daimler, have partnered to develop a network of stations around Europe in line with their long-term production goals (Fedotov 2022). Cobalt and lithium are the two main raw minerals that enable the manufacture of electric vehicles and the industry's fast expansion. Businesses have committed to long-term lithium supply contracts as the extraction process finds it difficult to meet the growing demand. Tesla sources lithium from a number of companies, such as Pure Energy Minerals and Ganfeng (Fedotov 2022). *Competitive Rivalry is moderate to high,* propelled by cost-cutting

technological breakthroughs and government backing. Markets like China and the US allowed for the profitability of the EV industry to increase due to stricter regulations towards vehicles with internal combustion and incentives. While there are regional and national variations in the incentives available to the electric car sector, three primary categories stand out: direct, fiscal, and fuel cost reductions (Francisco, Mock, and Yang 2014).

Internal Analysis: An insight into Eco Motion's Resources & Capabilities

The VRIO Framework (Barney 1991) (Figure 4) highlighted one of Eco Motion's most valuable resources. Eco Motion is a worldwide brand that operates on three continents and has production sites all around the world to suit consumer demand. To achieve 100% factory utilization, we developed cars with advanced features to meet consumer preferences for autonomous drive (Level I - IV), different motor types (Diesel & Hybrid), and different battery technologies (Li-ion & Sodium-ion) across three markets (Figure 5).

This led to investments in four additional production facilities, primarily in China and Europe (Figure 6). Despite this being a valuable resource that Eco Motion possesses, it represents a competitive parity since competitors also have it. Nonetheless, we were able to reach 100% factory utilization for the majority of the quarters, with a little decline in the last two quarters, Q27 and Q28, with 91% utilization (Figure 7), due to a mistake in opening a new factory in year 3, resulting in gaps that had to be filled with new cars. In our daily operations, setting a goal of having cash reserves of at least 500M after every decision was crucial to support our future operations and allowed us at the end of the simulation to have a budget surplus of $1.2 billion (Figure 8). Even though this strategy can be replicated it is rare and offered us a temporary advantage. To make sure our decisions positively impact not just our shareholders but also the environment and the communities we serve, we followed a holistic approach where we uphold the triple bottom line concept in our pursuit of industry leadership in green technology and ethical business practices. This is evident in our scores, where we received a

high score of 10 for the *planet*, with CO2 fleet emissions from Q13 onwards of 0.0g/mile, a 7.4 score for *profit*, with a high EBIT margin of 28.1%, and a score of 2.2 for the *people* part, which was slightly lower than the benchmark but still higher than the average employee satisfaction with 84.5% (Figures 9 & 10). Additionally, we had the chance to pitch Eco Motion to the Nova Dealership. We pitched our idea of offering the most environmentally friendly vehicles at competitive prices, along with production facilities that facilitate easy market penetration and enticing price points. This led to a pilot project with a new client and an additional $960 million in revenue (Figure 11). Our commitment to sustainability and our current resources are costly to limitate, giving us a longer temporary advantage.

Lastly, Eco Motion was organized by managing its resources and capabilities to deliver value. Through the marketing mix, Eco motion was able to provide customers with streamlined solutions in each market, being the second highest in E-Cars sales with around $4 million, and one of the lowest in terms of marketing expenses with 2.67% (Figure 12). This gives emphasis to the high brand reputation Eco Motion aimed for since the beginning, due to its efforts in upgrading its cars with new features, marketing of its fleet, and investing in R&D (Figure 13). As a result, this positively impacted its revenue, making it the company with the most revenue made (Figure 14), its return on sales, and consequently the value added, finishing in third place for most value created (Figure 15), giving Eco motion a sustained competitive advantage.

Marketing

The automobile sector and market are experiencing unprecedented transformation. Modern developments like digitisation, electrification, and the closed-cycle economy are shaping the sector. To maintain a competitive edge in today's evolving economic conditions, organizations require specialized skills such as marketing. Marketing capabilities are critical skills that allow organizations foresee and explore new market opportunities, offer innovative goods and

services to fulfill consumer expectations, and design competitive strategies to achieve the greatest market performance (Cataltepe et al. 2023).

As the marketing director, it was my responsibility to manage the sales price of each vehicle, setting the marketing budget for each vehicle line, determining if a vehicle relaunch is appropriate or not, and provide input to others using the market research and insights available. Having this role was of utmost importance since promoting EV quality and value, focusing on green customers, and running marketing campaigns are crucial marketing strategies for increasing EV acceptance in international markets (Chinen et al. 2023), something Eco Motion aimed for since the beginning, with a full electric portfolio.

Eco Motion's Marketing Strategy

It is possible to argue that the practice of designating a vehicle's model and distinguishing it from others is as old as the advent of cars (Piątek 2023). In other words, businesses may differentiate their new electric vehicle (EV) models in a crowded market by giving them unique features. Customers will find their products more enticing as a result of this strategy, which showcases their technological advances and achievements in sustainability. When it comes to the pricing of its vehicles, Eco Motion adopted a price penetration strategy. One of the benefits of the penetration approach is that it can increase profit by selling a big number of products quickly and aggregating the little amount contribution from each product. Furthermore, a cheap price makes it more likely that a new product will spread quickly and less likely that competitors will join the market (Aljazzazen, n.d.). Consequently, it raises the company's market share and the product's marketing and promotion budget (Rekettye and Liu 2018).

During the simulation, together with the operations team, we decided to wager on the relaunch of the EVs that were already in our portfolio. In order to increase our market share in the three areas we were in, we also pursued a product development strategy. The Micro car, the Biz electric, and the 4x4 Next Gen, among others (Figure 16) are examples of newer, feature-rich

vehicles that we have added to the fleet. Initially, we charged lower prices and increased marketing expenses because the models were still in the introduction phase and it was crucial that customers had awareness about the product being sold. Nevertheless, we made the decision to progressively reduce the marketing costs as the cars reached a more mature stage. The only other time advertising was invested was in an attempt to temporarily boost demand when inventories suddenly increased. Advertising has the power to increase brand recognition, spark curiosity, and influence prospective buyers' decisions to make purchases (Keller & Kotler, 2003). Furthermore, research has shown a positive correlation between advertising spending and sales volume, indicating that higher advertising spending results in higher sales (Aaker, 1991). Eco Motion chose this approach in order to capitalize on the profit margins and because the effect of marketing expenditures on demand decreased as the product progressed through its lifecycle. It is evident from the illustration that the influence of advertising is minimal for cars with a high level of maturity when looking at two examples of mature combustion vehicles, the PU 225G and the Business 135H from Q8 to Q14 (Figure 17). In Q8, both cars had 100% maturity, with electric vehicles serving as alternatives (Figure 3). From Q8 to Q11, marketing expenditures for both vehicles were set at 2.5% of the model's revenue, nearly at the maximum since we intended to capitalize on the money generated by combustion engine automobiles before cutting them. This totaled $13 to $16 million per car. Marketing spend was cut to 0.5% starting in Q12, totaling between $0.5 to $3 million, whereas with the downward slope, we can observe a drop in demand until Q14 (Figure 17). Even with the budget modifications, both graphs continue to trend in the same direction, suggesting that the additional $12.5 to $13 million in marketing costs were not profitable enough to offset their cost. The considerable dip witnessed from Q13 to Q14 is attributable to the price reductions we implemented in our EVs, which resulted in cannibalization of the combustion vehicles.

Overview of Eco Motion's Fleet

In order to ensure efficiency and a good management of its portfolio, the Boston Consulting Group (BCG) Matrix was used (Figure 18). The BCG matrix enables the organization to perform a range of management tasks in connection to its products, primarily choices about the direction of product portfolio development, and gives the opportunity to categorize items and analyze them from certain viewpoints (Piątek 2023).

Once we reached Q16, it was important to assess how our products were performing and which ones needed prioritization. As seen in the figure mentioned above, the three products we've had since the beginning, City E, 4x4 E, and Sport E are placed in the Dogs area, meaning they were underperforming and required significant change. Since Q5, the sales of the three vehicles fluctuated constantly (Figure 19), with significant drops from Q9 to Q10 (8730 units) for City E, Q13 to Q14 (8940 units) for 4x4 E, and a minor drop from Q12 to Q13 (1980 units) for Sport E, all taking place after relaunching the vehicles, and dropping the marketing expenses to 2% for each one. Concerning the new EVs, they were positioned in the Question Mark category, indicating that their market share is small with all falling below 15%, but their sales rate is strong (Figure 18). The Toyota Motor Corporation which includes Lexus was able to differentiate themselves with their Star product, with 16% market share, from all the brands of the Stellantis concern in the Polish market which includes Fiat, Alfa Romeo, Peugeot, etc (Piątek 2023). This matrix made it evident that we were lacking a star product in our lineup that would have further set us apart from the competition.

SWOT Analysis

The SWOT analysis (Figure 20) highlighted our *Strengths* such as reaching full electrification by Q16 releasing zero emissions as a result, having a high revenue ($9B), and being a market leader in the three continents with 55.5% market share in America, 53.9% in Europe, and 50.2% in Asia (Figure 21). Our main *Weakness* revolved around not being able to optimize our

employee satisfaction to its maximum (84.5%) and not incorporating hybrids into the fleet to meet new consumer preferences. Concerning *Opportunities*, there was a high demand for EVs in China and Europe, with China rising as an E-car manufacturer, granting Eco Motion with access to cutting edge EV technology (Figure 22). Lastly, *Threats* included the overall competition in the EV market, the urge to avoid CO2 emission penalties to preserve our reputation, and economic recession causing costs to rise and consumer expenditure to decrease.

Operations

Operations management oversees product customization, facility location, supplier management, and compliance with local regulations (Gobetto 2014). The automobile sector has been dealing with variable and shifting market demand (Elkins et al., 2004; Childerhouse et al., 2008), with clients requesting for more customized autos. While product diversity gives manufacturers a competitive edge (Ramdas, 2003; Aoki et al., 2013), it also complicates forecasting and supply chain management for car subparts (e.g. engine types, choices, and equipment). To address these challenges, automobile manufacturers accepted the challenge of shifting from mass manufacturing to mass customisation (Brabazon et al., 2010). The Operations managers' role revolved around managing the factories and its production lines, invest in carbon related GHG improvements and further optimize economies of scale. As it will be discussed below, operations played a key role in Eco Motion's improvement in performance throughout the years, despite the challenges faced.

Eco Motion's Operational Plan

Companies now compete in a considerably more complicated environment. Survival, not progress, is the urgent aim. They must prioritize quality, timely competition, efficiency, global viewpoints, and customer happiness. This new focus has brought operations to the forefront of business, since it is the function that allows organizations to attain the essential degree of competitiveness (Gobetto 2014). In order to assure competitiveness, the main goal within the

operations role was to keep factory utilization at 100% at almost all times in order to avoid loss in profits, and keep inventory levels between 31 and 60 days. Given that the aim was to maintain profit margins high and production costs low, it was critical to collaborate with the marketing manager when it came to altering the selling price of each car, and what was the best strategy to pursue. Porter argues that operational performance alone cannot guarantee long-term competitive success and that competitive strategy, ``... is about being different ... the essence of strategy is in the activities..", thus there needs to be an interconnection with other departments to ensure maximum efficiency (Walters, n.d.).

Eco Motion's Operations: An Evaluation

At the start of the simulation, Eco Motion's plan was to have the operations department collaborate with the marketing department on price reductions to minimize surplus inventory. Inventories represent a significant resource immobility that may hinder the growth of automakers (Dongdong and Xingwu, 2018). For that we adopted a lean production approach, with the aim to increase production efficiency and product quality by reducing inventory and the amount of time and material wasted throughout the manufacturing process (Womack et al, 1990). The price reduction strategy worked well for us in selling the overstock of previous models, as we were able to achieve a low days of inventory of 32 days by Q13. From Q14 to Q19, days of inventory increased by 41 days, reaching 74 days (Figure 23). This was owing to a rise in the price of internal combustion automobiles, which were being phased out, in order to raise extra revenue, as well as an increase in the price of electric vehicles. The market, however, did not respond favorably to the increase in prices. Technological advancements can render items obsolete or outdated by providing consumers with less cost and/or more efficient alternatives. These advancements may impact the desirability of previous items, which will be phased out (Gokarn 2010). In Eco Motion's situation, the sales of electric vehicles essentially offset sales of internal combustion vehicles, resulting in a decline in demand and a rise in

inventory. Nonetheless, the marketing and operations team worked well in making price adjustments and deal with a portfolio that was constantly changing with new vehicles as it achieved high operating profits, increasing $1.260 billion between Q5 and Q28 (Figure 24).

The 4 Vs of operations (volume, variety, variation, visibility) are used to guide understanding of how Eco Motion managed its operational processes. Volume and variety were important considerations during the simulation. To ensure that our portfolio did not become outdated over time, we began by creating new vehicles starting in Q5. This resulted in increased diversity in the lineup, with just three models eliminated, the Business 135H, PU 225G, and Lux 225G, all with combustion engines, and five new vehicles introduced by Q11. We made significant investments in new cars since our objective was to have a fully electrified fleet. While product diversity may provide a competitive advantage (Ramdas, 2003), it can also raise operating expenses (Stäblein et al., 2011). To ensure that we had adequate production lines for all of the cars we were manufacturing, we ended up overinvesting in extra facilities, which had an impact on factory utilization. Factory utilization was mainly high throughout the quarters with 100% utilization, but a significant drop was experienced in Q14 with 67% utilization due to the amount of empty slots there were available (Figure 7). By the end of Q16, three more models had been developed to suit the demand from more factories. Even while it was not our intention to have such a diverse portfolio in order to simplify operations and benefit from economies of scale, the excess of factories resulted in us having one of the largest fleets in terms of model diversity (Figure 25).

Following an analysis of where to produce the vehicles, Eco Motion suffered once again in Q20 and Q21, with minor decreases in plant utilization to 90%. Every time the production location was changed for a vehicle, the utilization would go to 83% and this had an impact. This is due to our attempt, in an effort to circumvent tariffs, to manufacture the cars in the region where sales were highest. It was important for us to consider that the tariffs were set

extremely high, with the US levying 100% duties on Chinese EV imports and China raising levies to 40% on American EV imports (Figure 26). Having said that, vehicles with a greater emphasis on family and utility, like the 4x4 E, Pickup Ultra Gen, and Biz E, were positioned in the US, while EVs with a greater emphasis on urban commuting, luxury and performance, like the City E, Micro Car, and Sport E, were positioned in Europe and Asia. Due to additional tariffs, Polestar 2, which is presently being produced in China, saw a price hike from $50,000 to $80,000. Due to this, Polestar had to postpone the launch of Polestar 3 and 4, since they intend to build a backup production facility in South Korea by 2025 (Abuelsamid 2024).

Nevertheless, the variation in demand assisted in making up for it by bringing utilization back to 100%. Usage only decreased to 91% in the past two quarters as a result of a new plant that was inadvertently created, having to fill the available spaces with brand-new vehicles. This may have been averted with better research and communication between the departments on the extension of the plants, and a better ratio of new automobiles to new factories. As a company devoted to sustainability, investments up to $1.8 billion were made to ensure the use of renewable energy sources in factories, effective management of water consumption and waste, and enhancements in the supply chain. At the end, our ability to manage production and inventory efficiently, resulted in an ascending value added starting in Q18, finishing with a score of $4.15K, above the competition (Figure 27).

Conclusion

The upcoming of electric vehicles, the drive towards a circular economy, and the advancements in digital technology is forcing the automotive industry to go through a massive transformation. To maintain a competitive edge and to achieve its aim of becoming a sustainable firm with a fully electric fleet, all departments had to collaborate to guarantee that this change went as smoothly as possible and ensured Eco Motion's success and growth.

Our marketing strategy focused on emphasizing the benefits of our EVs targeting

environmentally aware consumers and running campaigns such as the EV branding campaign to increase demand for it. With the help of this all-encompassing approach, Eco Motion was able to have an all electric portfolio by Q16 and achieve remarkable commercial success. To capture market share rapidly and surpass the competition, a price penetration as well as differentiation approach was adopted by keeping prices low and provide special features into our EVs. Nevertheless, as the vehicles got more mature, we chaged our marketing budgets to stay profitable to prevent surplus inventory and maintain demand. Using the BCG Matrix gave us insightful knowledge about our portfolio. Older EV models, such as the City E were found to be underperforming, while our more recent EVs were promising but had little market share. This framework, when combined with our SWOT analysis, emphasized our revenue and market supremacy as well as our shortcomings, which included employee happiness and the lack of hybrid choices. Operations was key in daily activities of the company. Our production efficiency remained robust and we were able to generate high operating profits despite obstacles such as unstable demand and overspending on infrastructure.

As for the cross-functional colaboration, the marketing team supplied vital market information and customer preferences to make strategic decisions like concentrating on a full electric portfolio and pursuing a price penetration approach. Concerning marketing and operations, our production planning was greatly aided by marketing data, which allowed us to make sure that popular models were kept in stock and that our pricing policies aligned with our capacity and production costs. Lastly, our operations team made adjustments to manufacturing procedures to conform to strategic changes, such as switching to an all electric fleet and moving production facilities to reduce the effect of tariffs.

All in all, the simulation helped comprehend the importance of uniting diverse company departments to develop a cohesive strategy as well as having constant data sharing and regular communication in order to put Eco Motion at the forefront position in the automotive sector.

2. Personal Reflection

Introduction

During the BIP experience, we had to work together in a group of seven people for three weeks to manage a worldwide vehicle manufacturing corporation for six years in a business simulation that included intensive real-life role plays and emergent situations. During these weeks, teamwork was crucial. John Murphy once said that, “When people play off each other’s skills and knowledge, they can create solutions that are practical and useful” (Murphy 2010). Nevertheless, individual synergy and cooperative efforts are necessary for effective teamwork. The interchange of skills and ideas is essential to teamwork, but it is also impacted by the good and negative emotions that naturally surface during cooperative encounters. Since emotional reactions may either facilitate or obstruct collaboration, emotional control therefore emerges as a critical component of cooperative efforts (Huang and Lajoie 2024).

Thoughout the simulation, self-reflection was very important in order to ensure there was emotional control. Self-reflection stems from the desire to gain understanding and insight into one's own experiences. It results in a deeper comprehension of one's own feelings, thoughts, and behaviors (Gerace et al. 2017). I was diligent to take notes on my notes app at the end of every demanding day. I kept a journal of my experiences, expressing how I felt about my group, our outcomes, and my opinions on every choice we took. This made it easier for me to think back on the day's events and comprehend my feelings and responses.

This portion of the essay will go into my own experience within the Business in Practice simulation. In order to do this, I will describe two significant incidents that occurred over the course of the three weeks, along with my feelings and the takeaways from them.

The first critical incident focuses on my innability to integrate myself into what the other departments were discussing, where I felt I could have contributed more. The second critical incident focuses on my fear in coping with pressure during the client retention roleplay.

Critical Incident 1: Divergent Visions

Since the beginning of the simulation, the operations and the innovation directors would always take the lead and make the decisions for everyone. The decisions would be made by them without taking anyone's input as they considered themselves, the most knowledgeable, to determine all of Eco Motion's future steps.

The first critical incident happened during the first quarter of year 4. The operations and the innovation department were discussing with the rest of the group about what the next step should be in regards to the investments of new vehicles for our portfolio. During the conversation, an argument arose over which vehicle should be prioritized between the departments of operations and innovation. The operations team argued that spending around 900 million on a new pickup with a fresh battery would be worthwhile. On the other hand, the Innovation Director contended that giving the 4x4 vehicle priority would be the wiser move. As the director of Marketing, I watched the discussion with the directors of Finance and Human Resources. The Operations Director spoke up and said that investing in the 4x4 was not practical. He made the point that the 4x4 would be around a billion dollars in costs, and the factory would be idle for three quarters of the year. This would result in enormous inventory levels, he contended, making it hard to fill the empty production gaps.

The Finance Director and I believed that, as observers during this heated debate, we might have offered insightful commentary. Important information about the revenue each car was making and its contribution margin, as well as the company's ability to finance the investment was available to us. Nevertheless, the departments of Operations and Innovation showed little interest in taking into account our viewpoint. I proposed that we stick with our present portfolio as it seemed like the conversation was going nowhere. We didn't need to invest in a new facility because our fleet was already large and our facilities were running at full capacity. I was left speechless when my proposal was swiftly rejected with the comment, "We don't have the time

to discuss a new idea; we need to make a decision now." The group then decided to concentrate just on the first two options—the pickup or the 4x4 investment. In the end, we tried to come to a consensus by going to a vote. In addition to not agreeing with the choices put up for vote, I made the decision to choose one of the possibilities being debated and to remain silent, give up, and not press my notion.

Personal Behavior Reflection

During this critical incident, my inability to stand up for myself was clear, also because of the authoritarian position that was being demonstrated by the operations and innovation directors. Even though no leaders had been designated at the outset, the tone had already been formed between those two departments, prompting the others, including myself, to refrain from sharing our perspectives and instead allow them to lead. Leaders must foster a supportive and upbeat atmosphere in order to facilitate productive teamwork (West 2012). Additionally, leaders have a significant impact on the emotional atmosphere inside their teams (Sy, Cote, and Saavedra, 2005). In our case the leaders created an emotional atmosphere where the room was filled with anxiety, uncertainty, and tension.

Throughout the conversation, I came to see that the main problem was my reluctance to speak up in front of a bigger gathering of people. I found it difficult to voice my viewpoint and to stick with it since I was frequently afraid of what my colleagues would think of it. I found it challenging to make a meaningful contribution to the discourse because of my lack of assertiveness. My voice was drowned out by the louder and more confident voices in the room because of my hesitancy, which made me wonder if they were deliberately taking advantage of my insecurity to keep me out of the decision-making process. Ultimately, my lack of confidence in my abilities to speak up kept me from making a significant contribution to the discussion. I felt marginalized, realizing that by being silent, I not only diminished my own impact on the conversation but also gave others more power to shape the story and bolster their

authority. The Social Comparison Theory (Festinger, 1954) provides a deeper understanding of this experience as it indicates that people have a natural tendency to compare their thoughts and skills to those of other people. These pictures might be a comparison to other people or a reference to the physical world (Festinger 1957). In this scenario, comparing myself to my more dominating coworkers had a significant impact on my self-esteem. As someone with a blue personality - quiet, indecisive, and contemplative (Figure 28), I was the opposite of my colleagues with fiery red personalities who are competitive, demanding, intolerant, and confrontational (Benton et al. 2008). This dynamic increased my self-consciousness, causing me to mistrust my knowledge and skills when compared to them.

Using the Thomas-Killmann conflict mode instrument (Figure 29), I realized that for most of my team's interactions I demonstrated more of a compromising behavior. In terms of cooperativeness and assertiveness, compromising is in the middle. The goal of compromise is to arrive at a quick, amicable solution that meets half of the needs of both sides. Similar to avoiding, it tackles a problem more immediately but doesn't get as far into it as cooperating (Kenneth and Killmann 2008). When I decided to propose a new idea, it was clear that there was lack of trust from their side which led me to not cooperate anymore. Looking at the peer evaluation feedback (Figure 30), my team members rated me lower than I did myself, as someone who lacked the relevant knowledge, skills and abilities to make a meaningful contribution. They also regarded me as someone who interacted and contributed little with them, explaining their lack of trust on the ideas I suggested.

Embracing our differences

When discussing with my colleagues about which route Eco Motion should take, it was evident that I lacked confidence. Every time there's a disagreement, I become anxious and tend to retreat due to fear of confrontation. These are aspects that need to be worked on, both individually, and as a team. When there is less cooperation, team members manage their

anxiety about working together more independently. Group behaviors brought on by anxiety-mediated group work have a lower chance of developing into group creativity when there is less social support (Ali Jiwa and Siddiqui 2023). As a result, group cooperation decreases communication among team members and hence diminishes the possibility to consider the opinions of other members (Stevens et al., 2004). Even for individuals experiencing intermediate degrees of work-related anxiety, collaboration is unlikely to generate fruitful creative ideas. Taking into account that we still had some years to go on the simulation, it was important that the team was on the same page and working together in an efficient and most productive manner. To do that, we held a team dynamics to reflect on what we needed to improve as a team. During this meeting, it was clear that asking for others perceptions in the decision-making process was lacking, as well as communication and cooperation. Acknowledging these disparities was an essential step in creating a more welcoming and cooperative atmosphere.

Takeaways & Future Steps

Upon reflection, this experience has brought to light some areas of improvement. Having the confidence to express my ideas in high-pressure circumstances is one of the most important skills I have learnt. I lost out on opportunities to contribute significantly because I held back. Moreover, when it comes to comprehending others' viewpoints, by remaining silent during the conversation, I gave my teammates the false impression that I was not interested in or dedicated to the success of the team, and thus, I must pay attention to how people perceive my actions—or lack thereof. I may contribute to altering these impressions and fostering closer bonds with my colleagues by becoming more involved in discussions and demonstrating my concern for the team's objectives. The pitfalls of social conformity and the perils of falling victim to "groupthink" have been much more apparent to me as a result of this experience. Going ahead, even if it means defying the majority, I am going to be more careful to challenge actions that

are not in the best interest of the team. By taking this action, I hope to avoid uniformity, which stifles creativity and innovation (Hughes et al. 2018), as well as promote better decision-making. In the future, in order to act on my limitations, it is important to constantly seek feedback from team members to know how I can improve and what can be done better. Last but not least, it is essential for my personal growth and team dynamics that I attend coaching sessions to hone my assertiveness and communication skills.

Critical Incident 2: Fear of Standing out

The incident happened while we were getting ready for the Client Retention Sales Roleplay, right before year five started. The pressure was immense since, with our rivals chasing us closely, losing further money would significantly reduce our chances of finishing in the top three in the BiP simulation. A failed performance would result in a significant lost of $1.9 billion in revenue. As a competitor by nature who despises losing at all costs, the pressure was starting to get to me. I did not want to be the one responsible for losing the customer and, as a result, ruin our chances of finishing well in the simulation.

While listening to the instructions, it was pointed out in the briefing that the roleplay would be carried out by the remaining four people that did not participate in the sales pitch a week prior. Noticing that, my stress levels started to spike, and the more I got to overthink, the more anxious I got. To prepare for next day's roleplay we held a meeting as a team to decide how we would proceed and communicate with the client. I suggested during the discussion that the directors of Innovation and Finance, who are more gregarious and outspoken than I am, should take the initiative and lead the conversation. I felt that by taking this strategy, the likelihood of us losing the client would be reduced. The response, however, was negative. Surprised with my suggestion, the Innovation director said, "If we want to keep the client, there has to be a balance, so all of us have to contribute and communicate with the client, to show a cohesive stance." Knowing that he was right, I still decided to go against him and undermine my

capabilities by saying that I disagreed. I urged that we ought to play to our strengths, emphasizing that those two directors, more at ease in such circumstances, were more qualified to take the lead in this case. We started to argue back and forth until the HR director, known for being the most quiet on the team and who was also going to take part in the roleplay, said, "I agree that we should all participate but only with one condition: we win together as a team, and we lose together as team," and it was decided that way.

The day finally came and the pressure was on. Everyone was in their formal attire, ready to convince the client that their problem would be clarified and solved. Our group was one of the last ones to go. The feedback we were getting from the other groups was negative as the client appeared to be very frustrated and close minded. My stomach grumbled as time passed, and drips of sweat streamed down my cheeks, until it was time to get serious. The roleplay started with the client being very rude, saying our strategy was not effective and that Eco Motion was not supportive of the LQBTQ+ community. Being a very calm person, I used my active listening skills to listen to his concerns first and then ensure I grasped his point of view, which was a turning point in the conversation. At the end, our team was able to keep the client, with me playing a big role in how the client was addressed during the roleplay.

Personal Behavior Reflection

Stepping outside of my comfort zone is something I aim to do, but the anxiety is always there, specially when it comes to presenting or socially interacting with someone, even more when something is at stake. As an introvert, the idea of public speaking was never very appealing. Nevertheless, introverts require social interactions. Since introverts can get overstimulated, they are selective about the social relationships they make and need more time alone to recover from social events (Schmeck and Lockhart, 1983). In this case, doing the roleplay was not an option for me but a must do, hence the overthinking and the nervousness. Taking into account we were unable to prepare much for the roleplay due to the unpredictability around how erratic

the client's reactions could be, I was nervous and scared of underperforming. Cool Blues are known to get irritated by unpredictability, a factor that made me feel this way. To try and alleviate those feelings, passing the responsibility to the director of Innovation and Finance seemed like the reasonable choice, as they were labeled to be more sociable and enthusiastic, as seen on the team chart (Figure 31). One of the most common dysfunctions of a team is usually attributed to the fear of conflict. This fear of conflict stems from lack of trust (Jones 2007). I was not confident enough to participate fully on the conversation because I felt like my colleagues did not trust me enough to take the lead and would judge me if the roleplay went in the wrong direction. This hurt my psychological safety, since I felt I was not working in an environment where I could speak up, take risks, make mistakes, and that could ultimately lead to a negative perception of me (Newman 2017). Moreover, as a Cool Blue, I like to always stay on top of what is being discussed and take my time to prepare for things prior committing to action, something I could not do this time.[3] Having a script to follow always made me feel more comfortable and have control over what I am going to say. Being unable to write a script, exacerbated my pessimism, prompting me to reconsider my desire to participate.

During the client interaction, I exceeded my expectations. Despite being in panic due to the feedback I was receiving from the other groups, the nervoussness I had, all disappeared when I spoke with the client. When it comes to introverts, many have the ability to fake it, meaning having the ability to be more outgoing than what they actually are (Walsh 2012). I managed to put aside my concerns about what would happen if the customer wasn't kept and what my teammates would think of me during the conversation. I overcame my hesitations and gave my whole attention to the client interaction, focusing solely on the end goal. At the end, we were able to keep the client. The Imposter Syndrome helps explain my experience. Imposter

[3] "The Essential Guide to Insights Discovery Colour Energies and How to Use Them at Work". Insights Newsroom

Syndrome is the belief that one is not as competent or intelligent as those around, even when it is likely not the case (Abdelaal 2020). Individuals that suffer from imposter syndrome identify that their greatest concern is being discovered as inept, less intellectual, and so as a fraud (Leonhardt et al., 2017). Fear can have negative psychological effects, including anxiety, tension, and emotional tiredness (Gadsby, n.d.). These were feelings I experienced, after I found myself doubting my abilities to lead the customer encounter, which made me believe that my colleagues were more suited to the role. People suffering with impostor syndrome frequently struggle with a lack of self-efficacy in their own abilities. My worry of losing the customer led me to overthink the matter, which only increased my anxiety. In spite of everything, overcoming my fear and anxiety was crucial in how I responded to the incident. Fear can hinder a person's ability to help others, however, individuals that are willing can take a leadership role and hence help their team (Whitehall 2011). Besides being far from being a natural born leader, my ability to step up and help the team showed the responsibility I managed to incur. Facing my fear of speaking in front of a group of people made me realize that I am stronger than I had imagined and that true leadership often involves quiet determination as opposed to being the most confident in the room. This experience brought to light how crucial resilience and adaptation are to personal development.

Takeaways & Future Steps

The secret to good teamwork passes through effective communication. Communication is a key indicator of social unity, social standing, and professional competency (Raja 2017). It is essential for establishing and preserving relationships, settling disputes, and accomplishing shared objectives. When there is excellent communication within a team, everyone is aware of what has to be done and when (Gordon 2023). My lack of communication with my team regarding what I was feeling could of gave them the impression that I was hiding from my responsibilities. My teammates may have viewed this as an attempt to evade accountability in

the event that I made a mistake. Being more open with my teammates such as expressing my concerns and saying what I felt comfortable managing could have given them a bigger margin to help me overcome this, as a team. This experience highlighted the importance of building trust among the team as well as collaboration as both are key to strengthening self-confidence. In the future, it is important to embrace this fear of speaking towards a bigger group of people by going to social events, networking, and participating in group activities. This will help with confidence in places that are more crowded. Moreover, taking a leadership role either through a project or volunteering is within my short-goals as it will help me step out of my comfort zone. Lastly, engaging in mindfullness practices such as meditation will aid in managing with my anxiety and nervousness. This will be tracked by self-reflecting on a weekly basis through journals, which will allow to assess if I am making progress.

Conclusion

The Business in Practice experience allowed me to get a firsthand understanding of what it is like to be in a business environment. Working on the simulation, demonstrated me how difficult yet enriching it can be to work in a team composed of individuals from different cultural backgrounds, specializations, personalities, and viewpoints.

The first incident is marked by lack of assertiveness to express my opinion and settling at what is being discussed. It showed how the more dominant voices disregarded insightful advice from the others, and that a more integrative approach is critical to foster trust among teammates and enhance team productivity. The second incident highlighted my fear of underperfoming and interacting in a larger setting, however, it also demonstrated my resilience and ability to cope with my responsibilities by performing in an uncomfortable environment.

In essence, this experience taught me that communication is key as is self-believe and trust in the team, to overcome challenges that arise when handling complex situations and scenarios. Being an introvert by nature, these are skills that I will be working to enhance in the future.

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Appendix

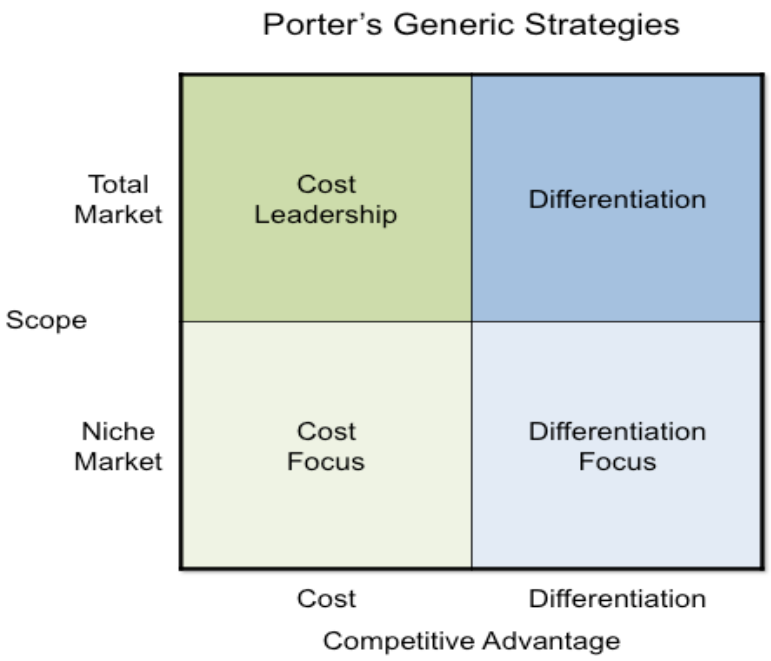


Figure 1: Porter's Generic Strategies
Source: E Porter, Michael. "Competitive strategy: Techniques for analyzing industries and competitors." (1998).

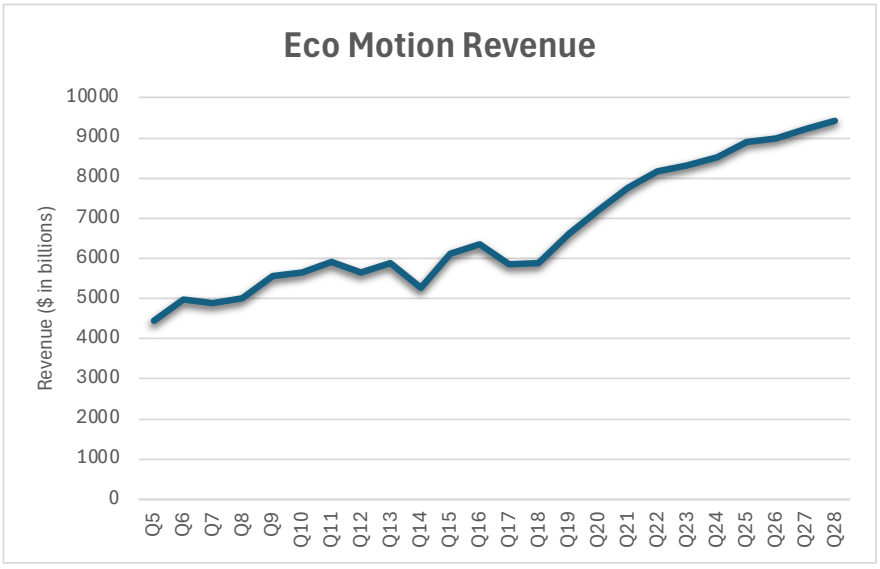


Figure 2: Eco Motion Revenue
Source: Own Illustration. 2024.

	Product	Price	CO2 Emissions	CO2 Premium per unit	CO2 Premium Ratio	Profit Margin	CO2 Adjusted Profit Margin
	Micro basic car	$19,061	0 g/mile	$950	5.0%	27.4%	32.3%
	City E	$23,210	0 g/mile	$950	4.1%	28.8%	32.8%
	Biz Electric	$46,416	0 g/mile	$950	2.0%		
	Business 135H	$42,035	126 g/mile	$-4,710	-11.2%	29.9%	18.7%
	Sport E	$48,525	0 g/mile	$950	2.0%	30.0%	32.0%
	4x4 E	$59,514	0 g/mile	$950	1.6%	29.6%	31.2%
	PU 225G	$53,029	218 g/mile	$-10,230	-19.3%	35.6%	16.3%
	Lux 225G	$86,030	202 g/mile	$-9,270	-10.8%	23.8%	13.0%

Figure 3: Portfolio in Q8
Source: BiP Industry Master's Simulation. 2024

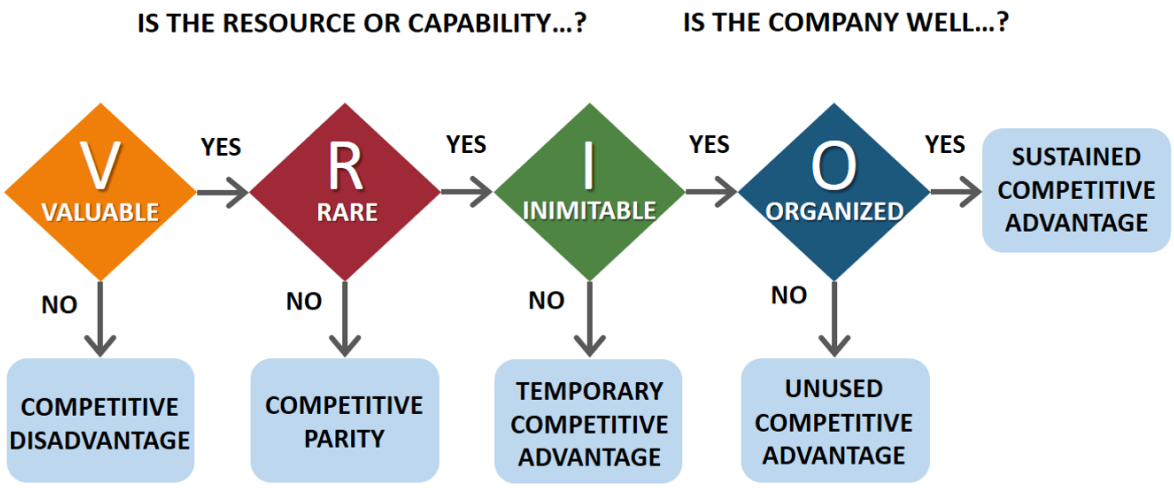


Figure 4: VRIO Framework
Source: Bruin, Lars de. 2016. "VRIO: From Firm Resources to Competitive Advantage." *Business to You*, November. https://www.business-to-you.com/tag/imperfectly-imitable-resources/.

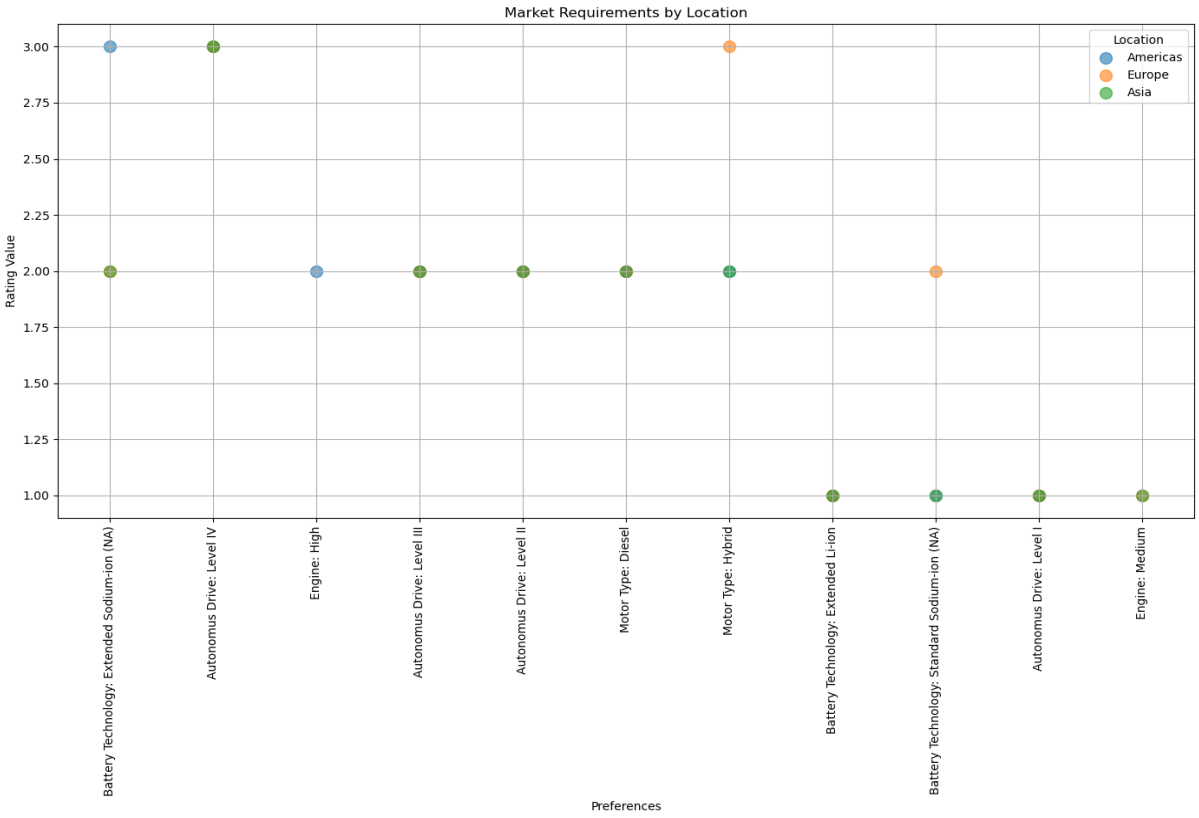


Figure 5: Consumer Preferences in each Market
Source: Own Illustration. 2024.

		Year 0				Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
Decision	Cost ($M)	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									200	200	200	200																
China Expansion	800												200	200	200	200													
China Expansion	800													200	200	200	200												
Europe Expansion	800														200	200	200	200											
Total Expenditure	3200									800				2000				200				0				0			

Figure 6: Factory Expansion - Operations
Source: Own Illustration. 2024.

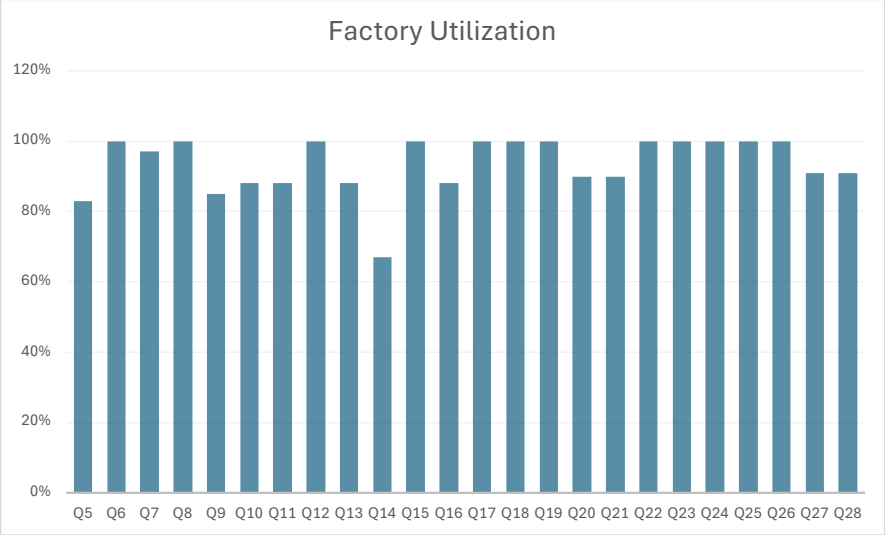


Figure 7: Factory Utilization
Source: Own Illustration. 2024. Data from BiP Industry Master's Simulation

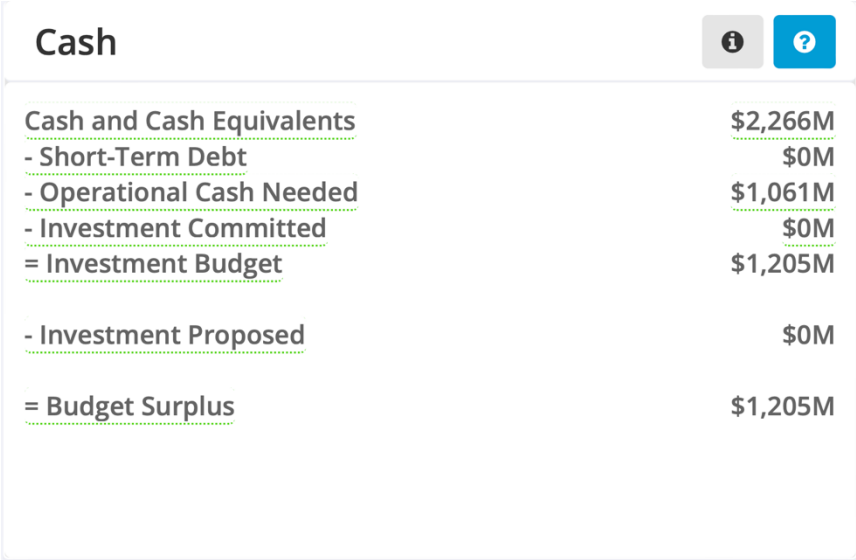


Figure 8: Eco Motion's Finances
Source: BiP Industry Master's Simulation. 2024

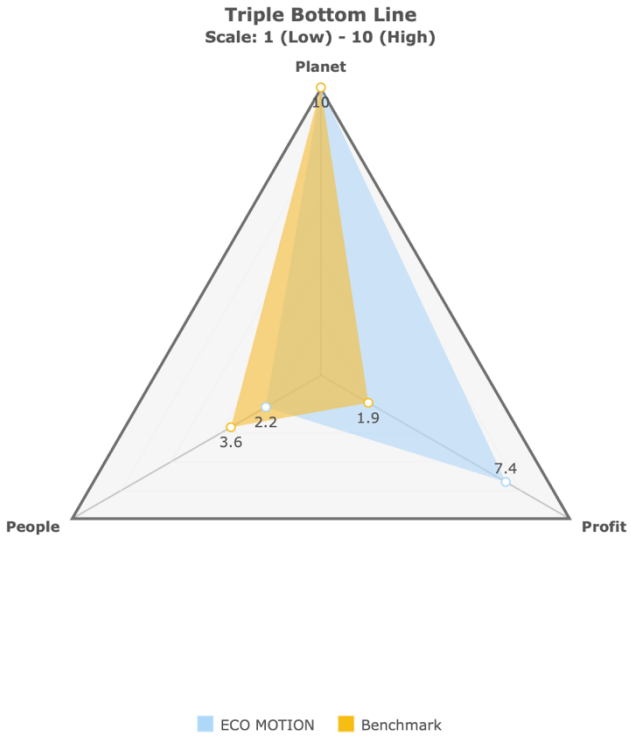


Figure 9: Triple Bottom Line – Eco Motion's scores in relation to People, Planet, Profit
Source: BiP Industry Master's Simulation. 2024

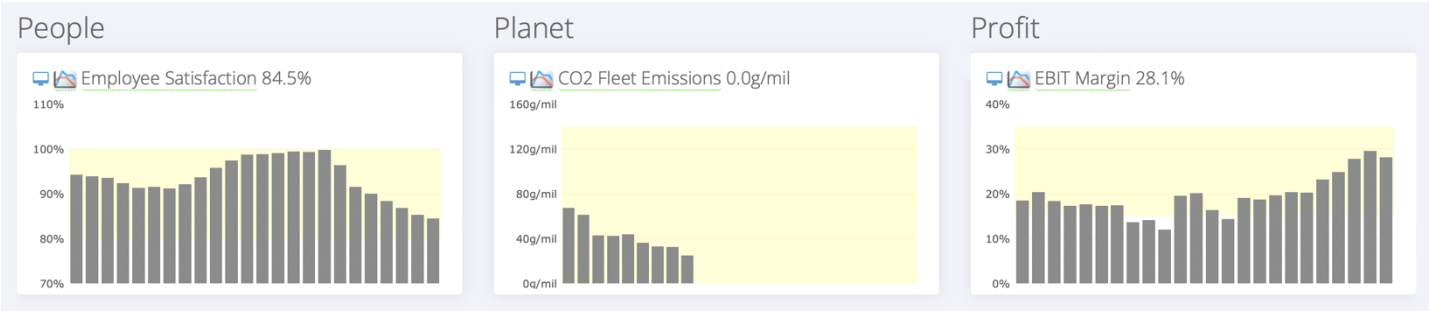


Figure 10: The 3P's of the TBL in relation to the KPIs
Source: BiP Industry Master's Simulation. 2024

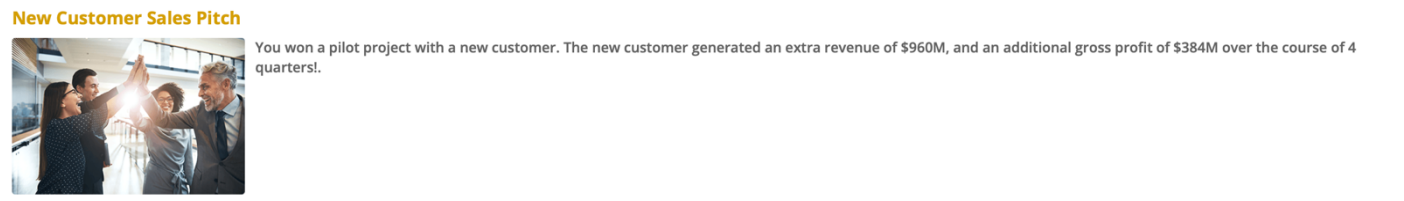
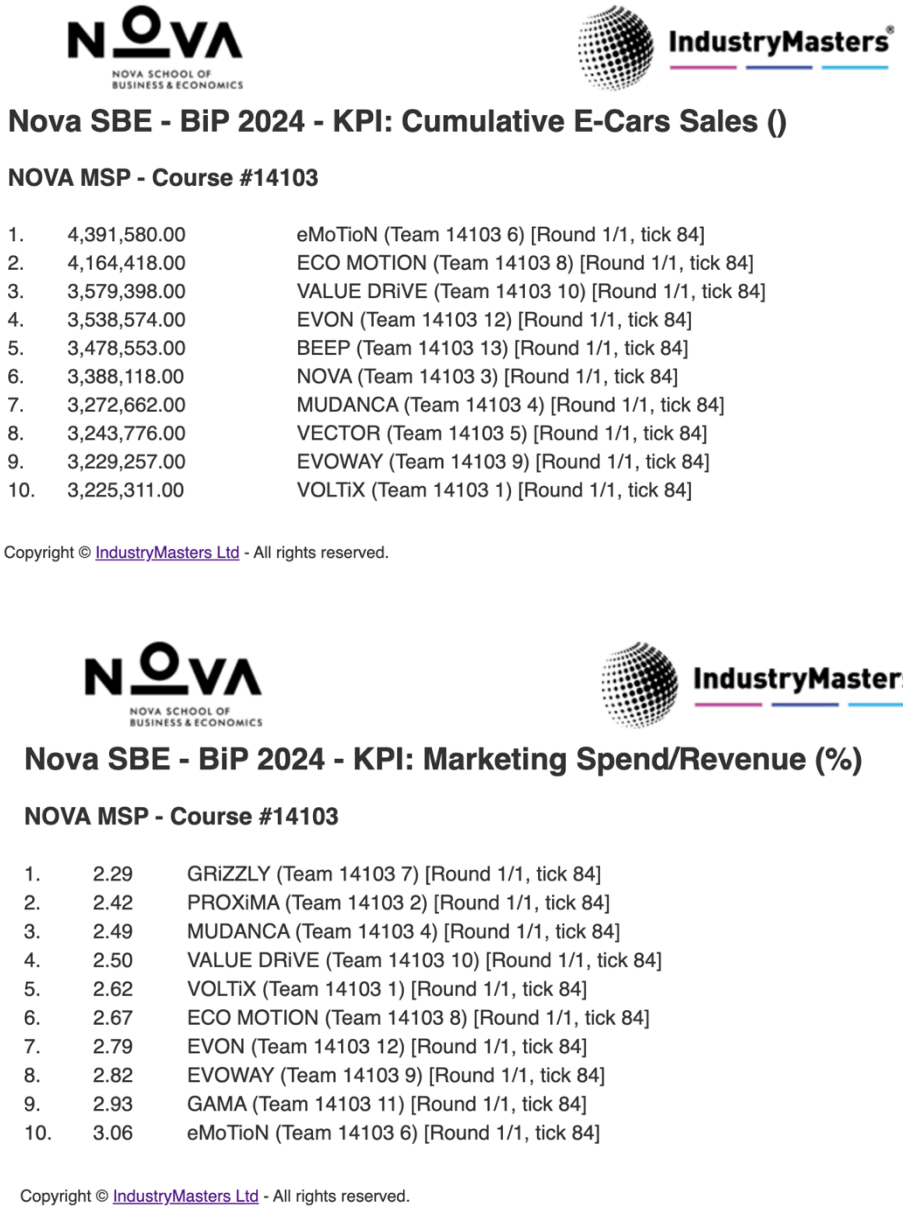


Figure 11: Sales Pitch
Source: BiP Industry Master's Simulation. 2024



Nova SBE - BiP 2024 - KPI: Cumulative E-Cars Sales ()

NOVA MSP - Course #14103

1.	4,391,580.00	eMoTioN (Team 14103 6) [Round 1/1, tick 84]
2.	4,164,418.00	ECO MOTION (Team 14103 8) [Round 1/1, tick 84]
3.	3,579,398.00	VALUE DRiVE (Team 14103 10) [Round 1/1, tick 84]
4.	3,538,574.00	EVON (Team 14103 12) [Round 1/1, tick 84]
5.	3,478,553.00	BEEP (Team 14103 13) [Round 1/1, tick 84]
6.	3,388,118.00	NOVA (Team 14103 3) [Round 1/1, tick 84]
7.	3,272,662.00	MUDANCA (Team 14103 4) [Round 1/1, tick 84]
8.	3,243,776.00	VECTOR (Team 14103 5) [Round 1/1, tick 84]
9.	3,229,257.00	EVOWAY (Team 14103 9) [Round 1/1, tick 84]
10.	3,225,311.00	VOLTiX (Team 14103 1) [Round 1/1, tick 84]

Nova SBE - BiP 2024 - KPI: Marketing Spend/Revenue (%)

NOVA MSP - Course #14103

1.	2.29	GRiZZLY (Team 14103 7) [Round 1/1, tick 84]
2.	2.42	PROXiMA (Team 14103 2) [Round 1/1, tick 84]
3.	2.49	MUDANCA (Team 14103 4) [Round 1/1, tick 84]
4.	2.50	VALUE DRiVE (Team 14103 10) [Round 1/1, tick 84]
5.	2.62	VOLTiX (Team 14103 1) [Round 1/1, tick 84]
6.	2.67	ECO MOTION (Team 14103 8) [Round 1/1, tick 84]
7.	2.79	EVON (Team 14103 12) [Round 1/1, tick 84]
8.	2.82	EVOWAY (Team 14103 9) [Round 1/1, tick 84]
9.	2.93	GAMA (Team 14103 11) [Round 1/1, tick 84]
10.	3.06	eMoTioN (Team 14103 6) [Round 1/1, tick 84]

Figure 12: Second in Cumulative E-Cars Sales vs Top 6 in Marketing Spend/Revenue (%)
Source: BiP Industry Master's Simulation. 2024

Investments	Cost ($M)
E-Drive Modules	300
Charging Network Expansion	400
Cyber Security	400
V2V Communication	200
Data Driven Marketing Analytics	30
EV Branding Campaign	20
Augmented Reality Showroom	50
Social Media Influencer Partnership	15
Total Expenditure	1415

Figure 13: Eco Motion's Plan to Improve Fleet
Source: Own Illustration. 2024.

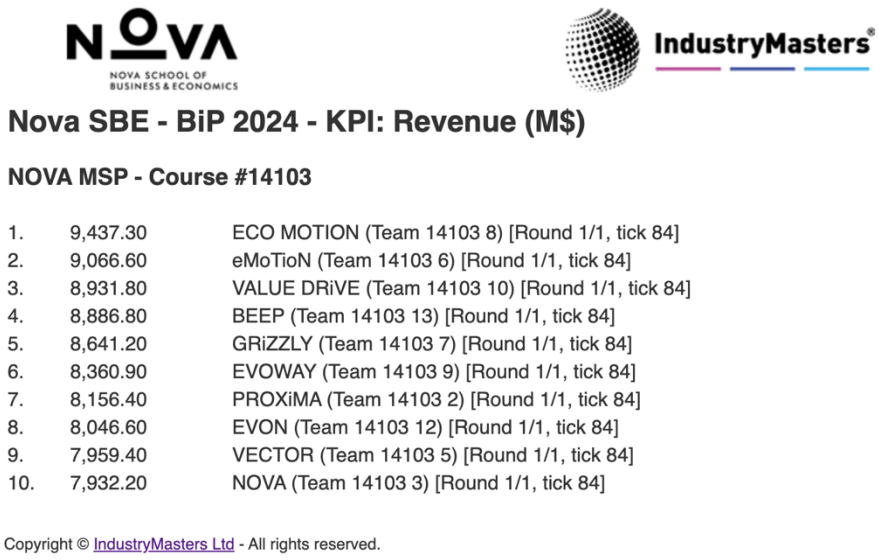


Figure 14: First Place in Revenue made
Source: BiP Industry Master's Simulation. 2024

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Nova SBE - BiP 2024 - KPI: Value Added (M$)

NOVA MSP - Course #14103

1.	4,421.70	EVOWAY (Team 14103 9) [Round 1/1, tick 84]
2.	4,210.30	eMoTioN (Team 14103 6) [Round 1/1, tick 84]
3.	4,154.40	ECO MOTION (Team 14103 8) [Round 1/1, tick 84]
4.	3,905.70	VOLTiX (Team 14103 1) [Round 1/1, tick 84]
5.	3,791.50	PROXiMA (Team 14103 2) [Round 1/1, tick 84]
6.	3,713.10	VECTOR (Team 14103 5) [Round 1/1, tick 84]
7.	3,676.20	VALUE DRiVE (Team 14103 10) [Round 1/1, tick 84]
8.	3,332.50	MUDANCA (Team 14103 4) [Round 1/1, tick 84]
9.	3,118.40	GRiZZLY (Team 14103 7) [Round 1/1, tick 84]
10.	2,602.30	EVON (Team 14103 12) [Round 1/1, tick 84]

Figure 15: Third Place in Valued Added
Source: BiP Industry Master's Simulation. 2024

Vehicle Investments	Cost ($M)
Micro Basic Car	616
Biz Electric	785
City Newe	686
4x4 Next Gen	1,136
Sport Next Gen	901
Micro Ultra Gen	641
Pickup Ultra Gen	832
Biz E Ultra Gen	801
Total Expenditure	5263,136

Figure 16: EVs Investments
Source: Own Illustration. 2024.

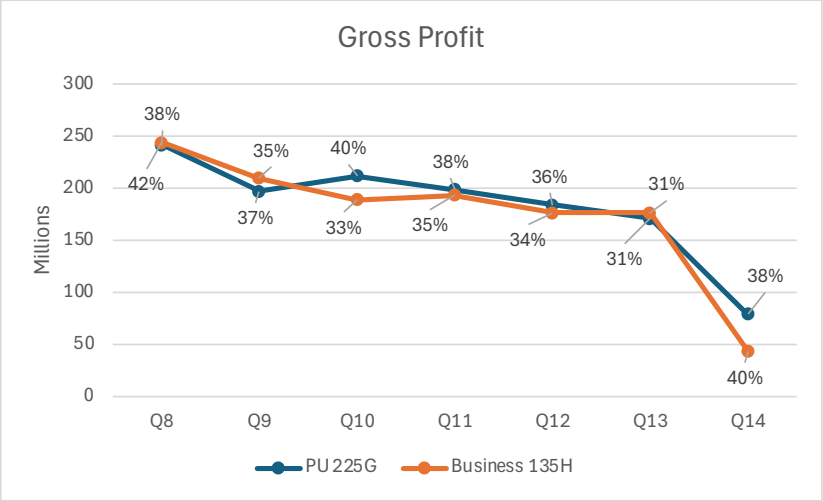


Figure 17: Gross Profit Development - to check the influence of advertising before and after adjusting the marketing expenditures
Source: Own Illustration. 2024.

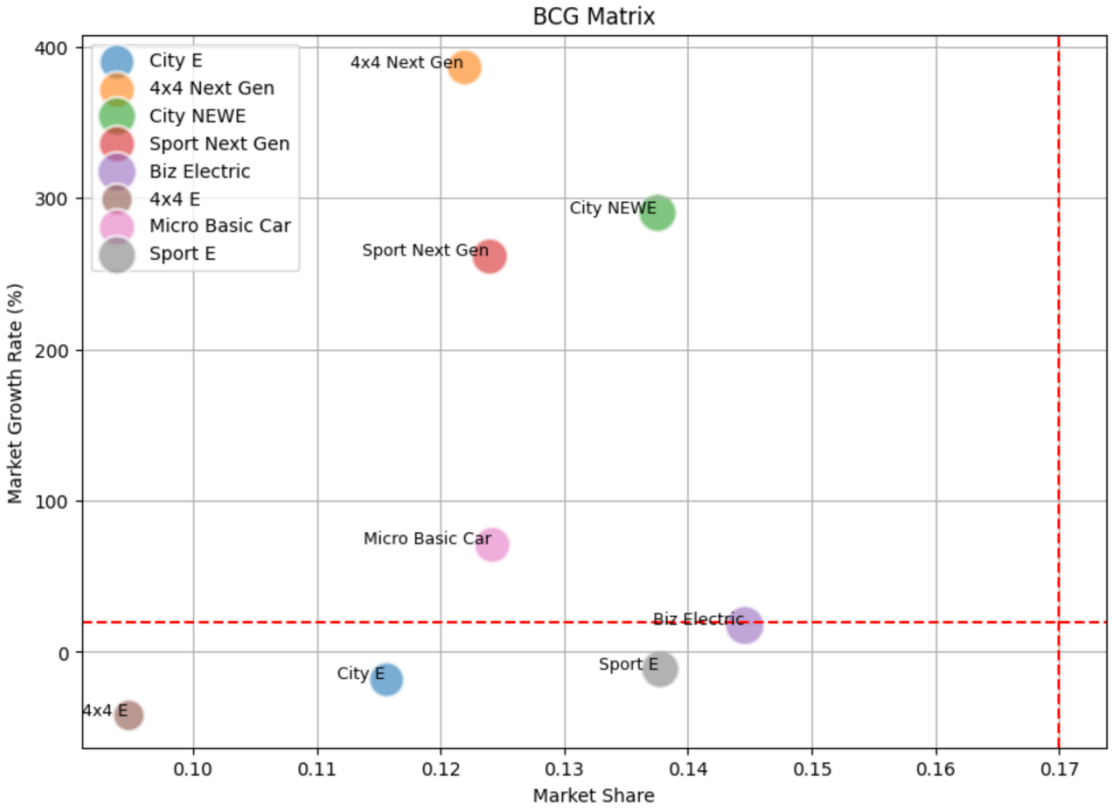


Figure 18: Boston Consulting Group Matrix showing each vehicle's positioning
Source: Own Illustration. 2024.

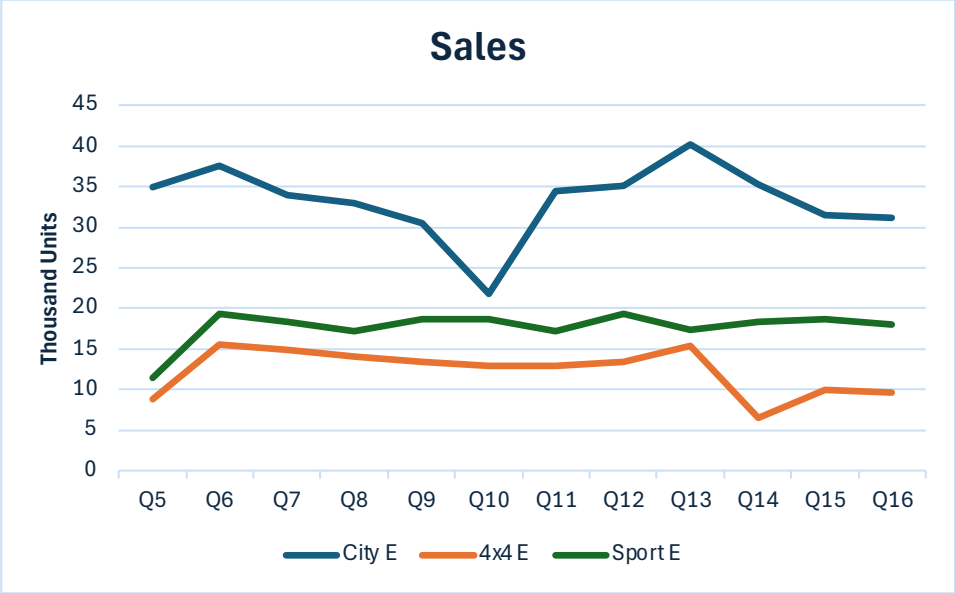


Figure 19: Sales of City E, 4x4 E, Sport E, demonstrating their underperformance
Source: Own Illustration. 2024.

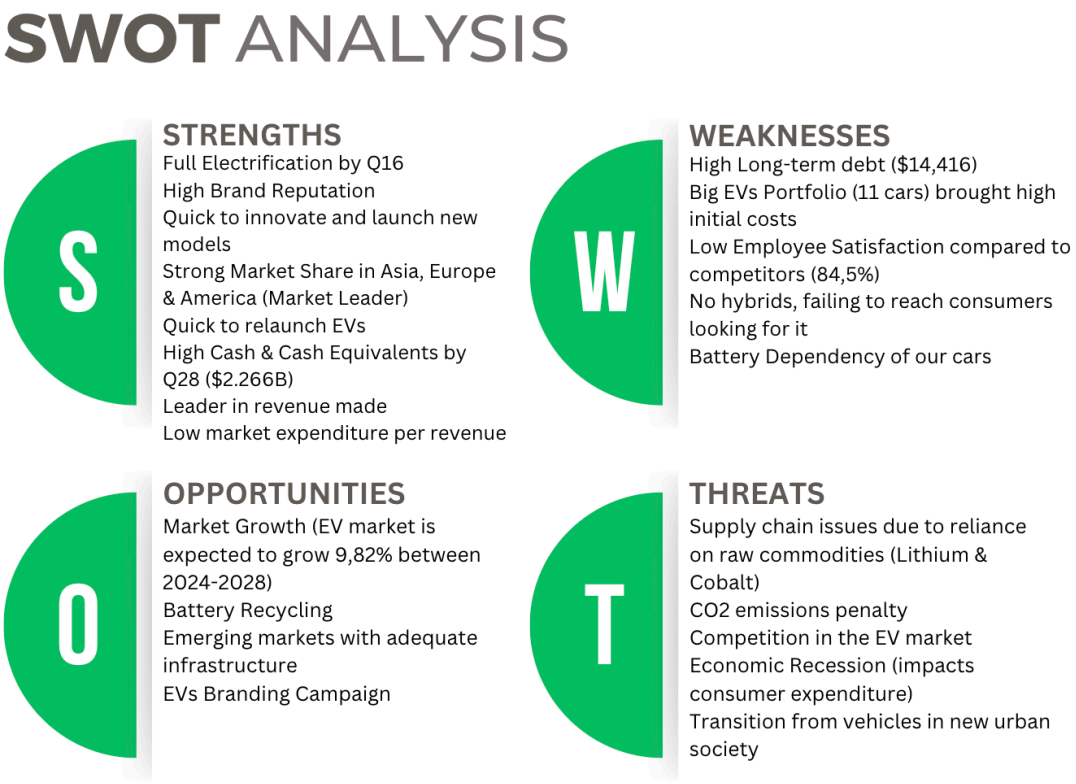
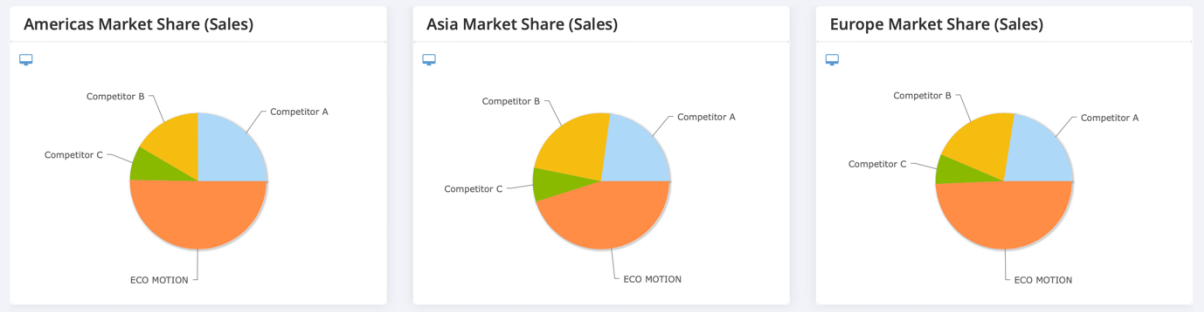


Figure 20: Eco Motion – SWOT Analysis
Source: Own Illustration. 2024.



Segment Sales Player - ECO MOTION

	Total Sales	Total Revenue	Player Sales	Player Revenue	Segment Market Share
Americas	136,422	$6,112M	68,609	$3,389M	55.5%
Europe	144,976	$5,493M	71,872	$2,960M	53.9%
Asia	201,217	$6,655M	93,022	$3,340M	50.2%

Figure 21: Market Share in America, Asia, Europe
Source: BiP Industry Master's Simulation. 2024

Rise of China as E-Car Manufacturer
China solidifies its position as a global leader in electric vehicle technology, achieving breakthroughs in battery technology, autonomous driving systems, and energy-efficient designs. As a result, Chinese electric vehicle manufacturers gain a significant competitive advantage over their global counterparts. Our automotive company, with a focus on the Chinese market, benefits from access to cutting-edge EV technology developed in China. This allows the company to enhance the performance, range, and features of its electric vehicle models, strengthening its competitive position in both domestic and international markets.

Figure 22: Rise of China in EV market
Source: BiP Industry Master's Simulation. 2024

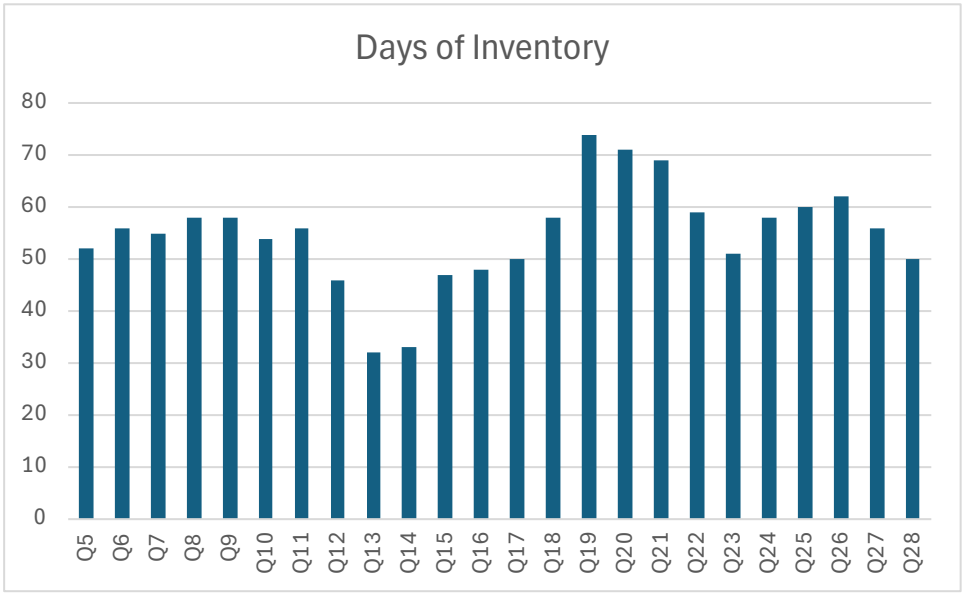


Figure 23: Eco Motion's Days of Inventory
Source: Own Illustration. 2024.

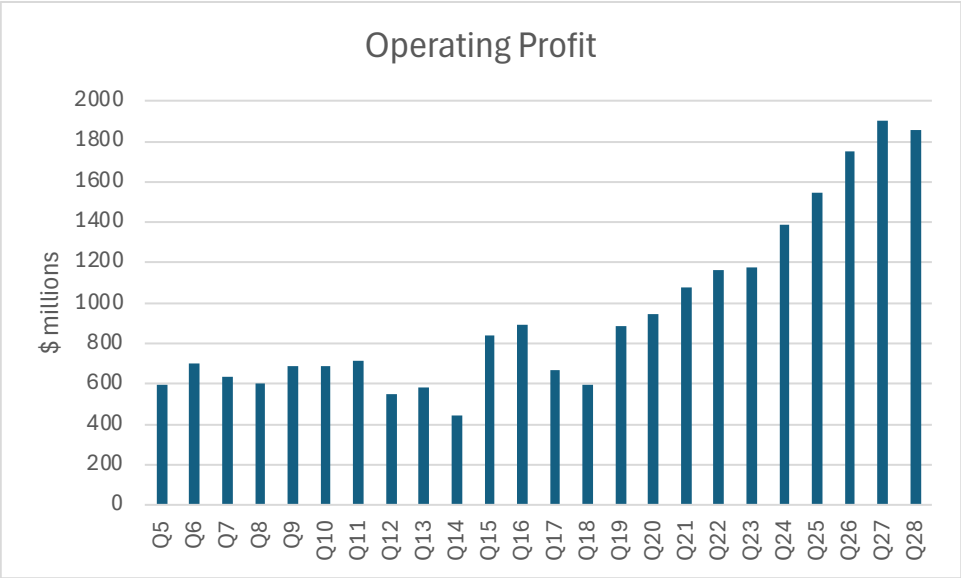


Figure 24: Eco Motion's Operating Profit
Source: Own Illustration. 2024.

Product	Age	Emissions	DOI	Revenue	Sales Price	Market Share	Contribution Margin
BIZ E ULTRA GEN	5 Quarters	0 g/mile	36 days	$850M	$55,019	31.5%	44.6%
MICRO ULTRA GEN	10 Quarters	0 g/mile	36 days	$1,286M	$27,506	35.7%	35.7%
PICKUP ULTRA GEN	10 Quarters	0 g/mile	31 days	$945M	$71,030	100.0%	44.1%
Micro basic car	14 Quarters	0 g/mile	30 days	$643M	$19,571	17.8%	35.7%
City E	14 Quarters	0 g/mile	54 days	$708M	$24,552	22.2%	32.3%
Sport E	14 Quarters	0 g/mile	61 days	$806M	$51,005	26.0%	34.3%
4X4 NEXT GEN	14 Quarters	0 g/mile	53 days	$1,088M	$86,074	37.7%	35.6%
CITY NEWE	15 Quarters	0 g/mile	91 days	$901M	$37,007	28.3%	41.1%
SPORT NEXT GEN	15 Quarters	0 g/mile	74 days	$1,209M	$64,007	38.9%	39.4%
Biz Electric	20 Quarters	0 g/mile	48 days	$708M	$45,529	26.3%	35.3%
4x4 E	21 Quarters	0 g/mile	37 days	$544M	$60,005	18.6%	22.7%

Figure 25: Eco Motion's Last Quarter Portfolio composed of 11 EVs
Source: BiP Industry Master's Simulation. 2024

Figure 26: Tariffs Imposed
Source: BiP Industry Master's Simulation. 2024

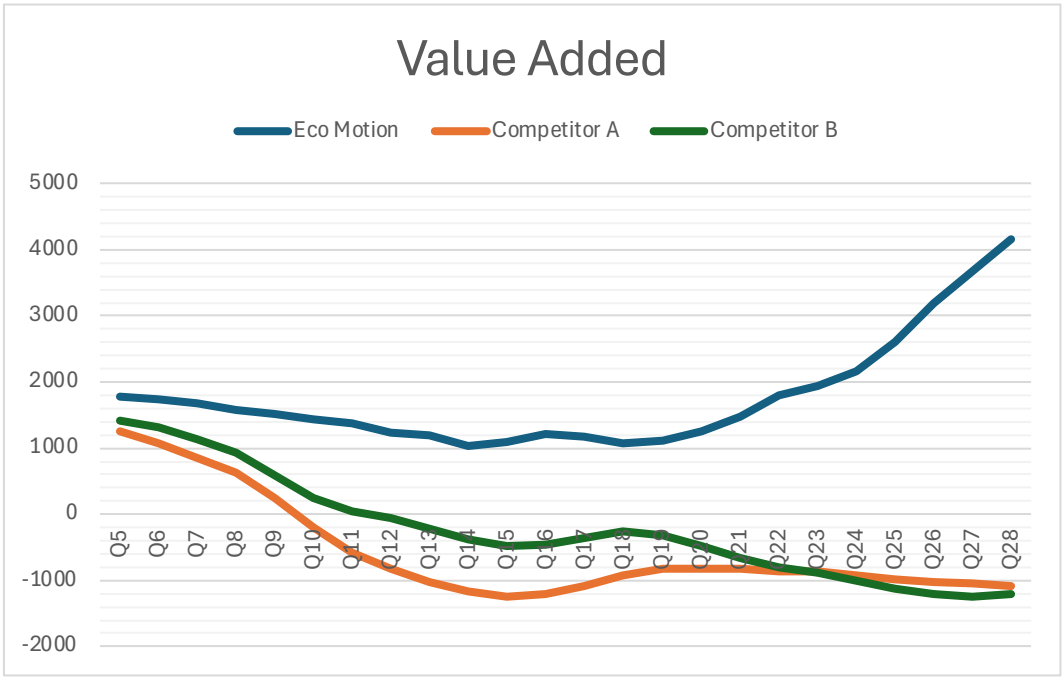


Figure 27: Valued Added– Comparison between Eco Motion's score and its competitors
Source: Own Illustration. 2024.

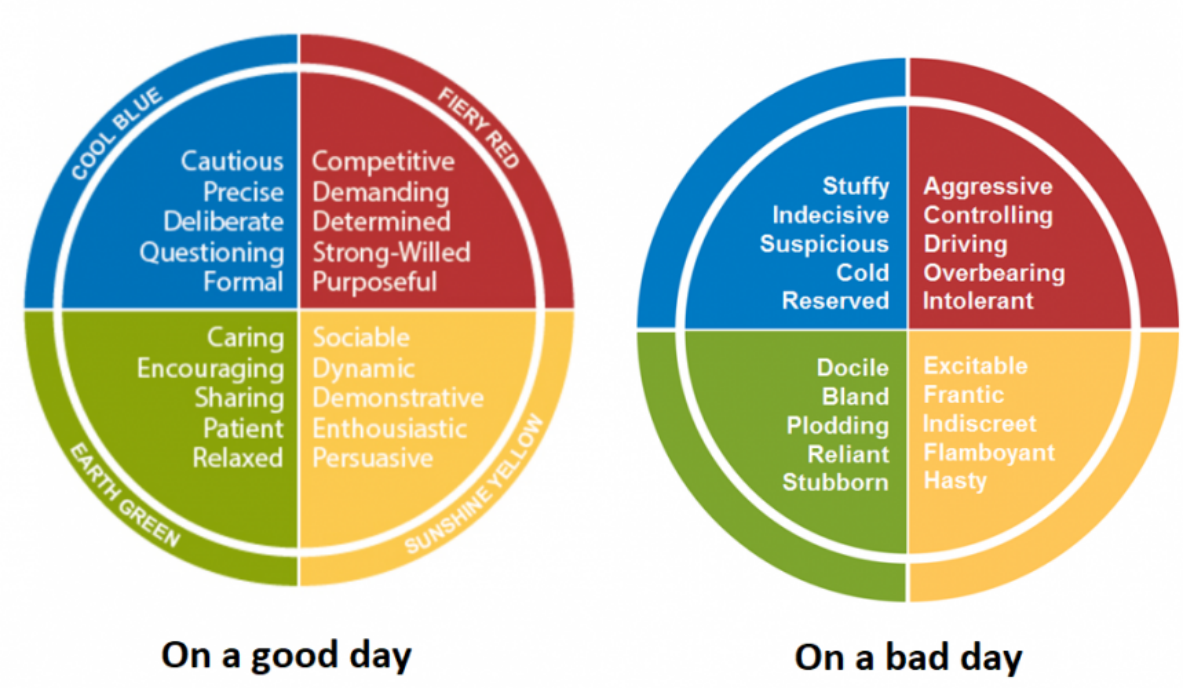


Figure 28: Color Characteristics
Source: Based on Insights Discovery® personality test.

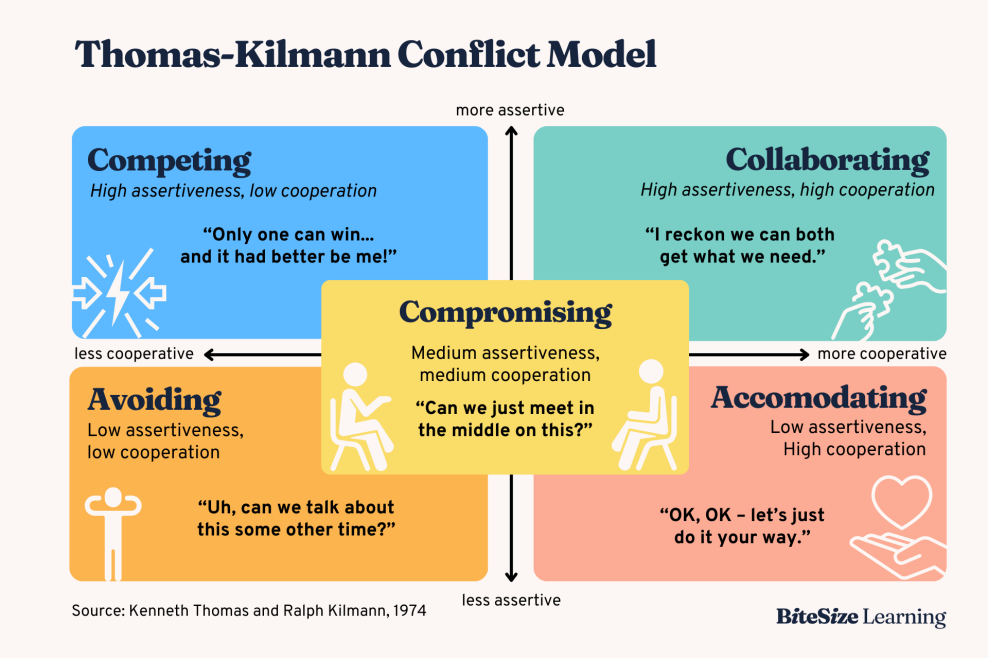


Figure 29: Thomas-Kilmann Conflict Model
Source: Kenneth, Thomas, and Ralph Killmann. 2008. "Thomas-Kilmann Conflict Mode Instrument."

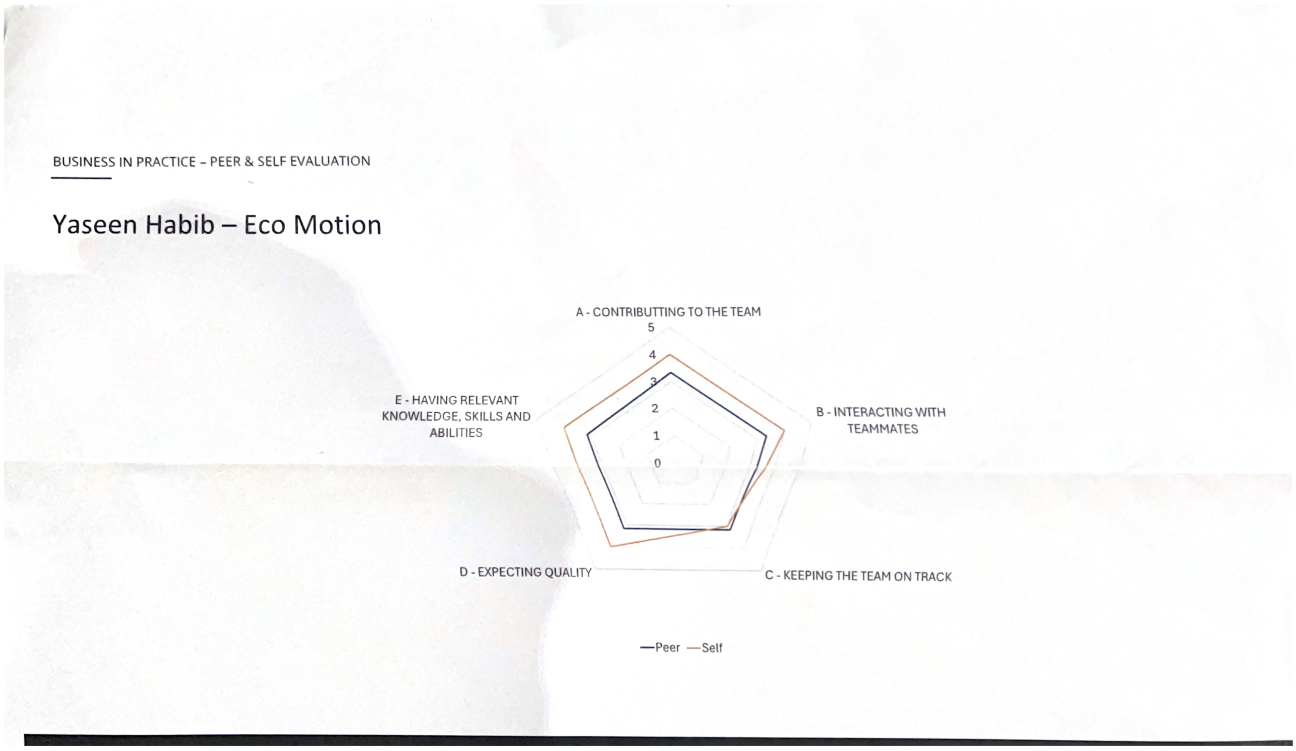


Figure 30: Peer Evaluation Feedback
Source: Own Illustration. 2024.

Figure 31: Eco Motion's Team Chart
Source: Own Illustration. 2024.