

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

**Personal Insights on Team Dynamics and Sustainable Practices in a Car
Manufacturing Company's Transition**

Mengyang Chao

Work project carried out under the supervision of:

Professor João Baptista

05/09/2024

Abstract:

EcoMotion, a global car manufacturer, completed its transition to electric vehicles in a business simulation. The first part of this thesis analyzes the performance and decisions of the HR and marketing departments, alongside strategic initiatives focused on sustainability, workforce development, and market responsiveness. These factors drove EcoMotion's successful transformation. The second part shows a personal reflection on two significant events during the simulation, providing insights into teamwork experiences as the head of HR and as a member of the team.

Keywords:

Business Simulation, Team Work, Business Management, Sustainability, ESG, Global Vehicles Manufacturing Company, Sustainability Skills Training, Human Resource;

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

Table of Contents

Abstract: 2

1. Analysis of EcoMotion..... 4

1.1 Introduction 4

1.2 HR Analysis..... 4

1.2.1 Employee engagement..... 4

1.2.2 Sustainability Training and Policy 7

1.2.3 Critical Evaluation 8

1.3 Marketing Analysis..... 8

1.3.1 Marketing Performance 8

1.3.2 Critical Evaluation and Future..... 11

1.4 Strategy 11

1.5 Conclusion 13

2. Personal Reflection Overview..... 15

Purpose of the Reflection 15

Role in the Simulation 15

Focus of the Reflection:..... 15

2.1 Significant Event 1..... 16

2.1.1 The sequence of events..... 16

2.1.2 Inspiration and reflection..... 17

2.1.3 Action Plan and Outlook 19

2.2 Significant Event 2..... 20

2.2.1 Event Process..... 20

2.2.2 Inspiration and reflection..... 21

2.2.3 Action Plan and Outlook 22

2.3 Conclusion 24

References..... 25

Appendix: 27

1. Analysis of EcoMotion

1.1 Introduction

As the global automotive market is shifting from traditional fuel vehicles to electric vehicles, automobile manufacturers are facing major marketing and technological challenges. They must deal with strict environmental regulations and the continuous advancement of alternative technologies, while adjusting their production lines and marketing strategies to remain competitive. To learn and apply business theories in practice, BIP (Business in Practice) system was used to simulate the real business environment with students playing as the management teams of the vehicle companies. The EcoMotion is one of the simulated companies that will be analyzed.

In EcoMotion's management team, the HR and Marketing departments played crucial roles. HR focused on recruiting top talent, managing training budgets, and maintaining employee motivation. Marketing ensured product design aligned with market demand and expanded market share through competitive pricing and innovative promotions.

This report aims to provide an in-depth analysis of these three key departments, assessing their performances and the decisions they made. The academic theories and real-world examples were used to evaluate the impacts of the decisions and the performances.

1.2 HR Analysis

1.2.1 Employee engagement

Employee engagement (or employee satisfaction) is one of the most important KPIs (Kompaso & Sridevi 2010) it has always been highly valued by the company. As the employee engagement is equal to the means of the motivation and the qualification of employees, HR should always keep a high level of the motivation and qualifications of employees. The two-factor theory stated that there are two sets of factors affect the employee satisfaction: the motivators that bring the satisfaction to employees, and the hygiene factors

which will bring dissatisfaction if hygiene factors were absent (Herzberg 1959).

Motivators are the factors that bring joy and achievement to employees, like: training, involving the decision making process, responsibility. And the hygiene factors are the factors that keep employees not been unsatisfied, like: good salary, work conditions, job security.

The company always keeps top level qualifications and motivations for all of the factory staffing; but when it comes to managers, the company ignored some suggestions of managers, and just hired many new managers in first three years, which brings to a declining of employee engagement (91.2% in Q11). However, after the company started paying more attention to managers' recommendations and as they became more engaged with the company environment, with better Compa ratio and growing skills, the satisfaction level began to improve in the fourth year, and it reached 99.8% in Q21.



Figure 1 Employee Satisfaction: a clear decrease after Q21

However, the employee engagement started dropping since Q22, and it dropped to 84.5% in the final quarter. The cause of declining is due to a decision: the company was facing a decision that choosing to train existing employees new digital skills or roll-out a new hire program that seeking for talents with new digital skills. The company chose to roll-out a new hire program to access to digital expertise immediately and leading to increased productivity and sales, gaining the advantages in innovation and marketing, but it impacted the existing employees' motivation and loyalty negatively, turnover rate got higher and the employee

satisfaction declined a lot. (Cappelli & Keller 2014).

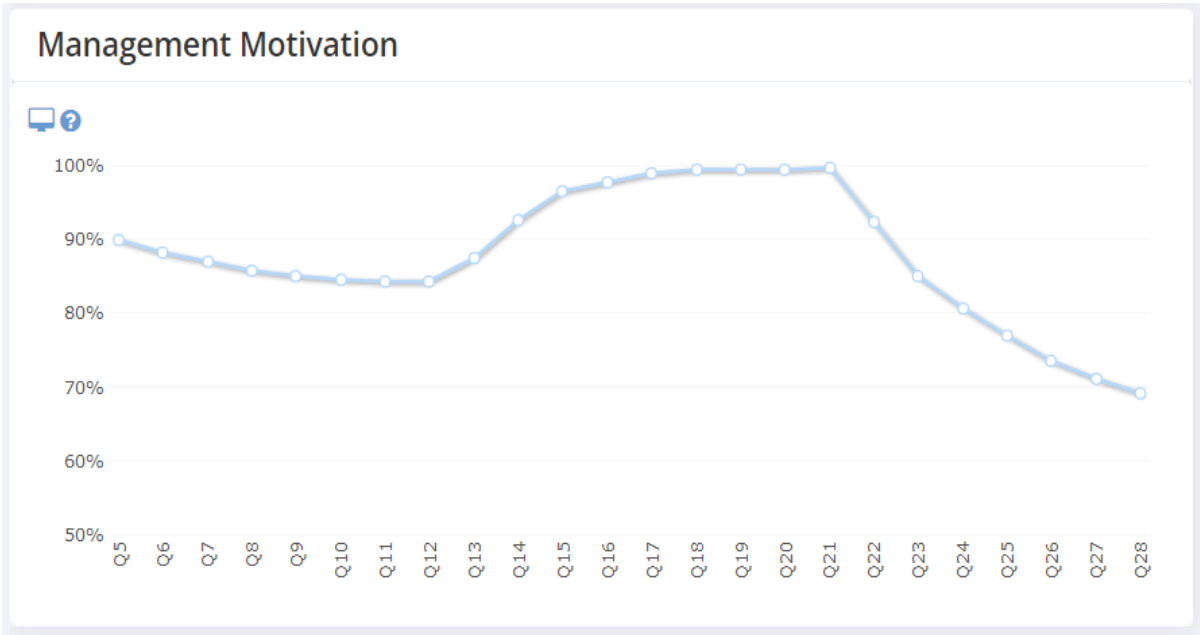


Figure 2 Management Motivation: a clear decline in Q22

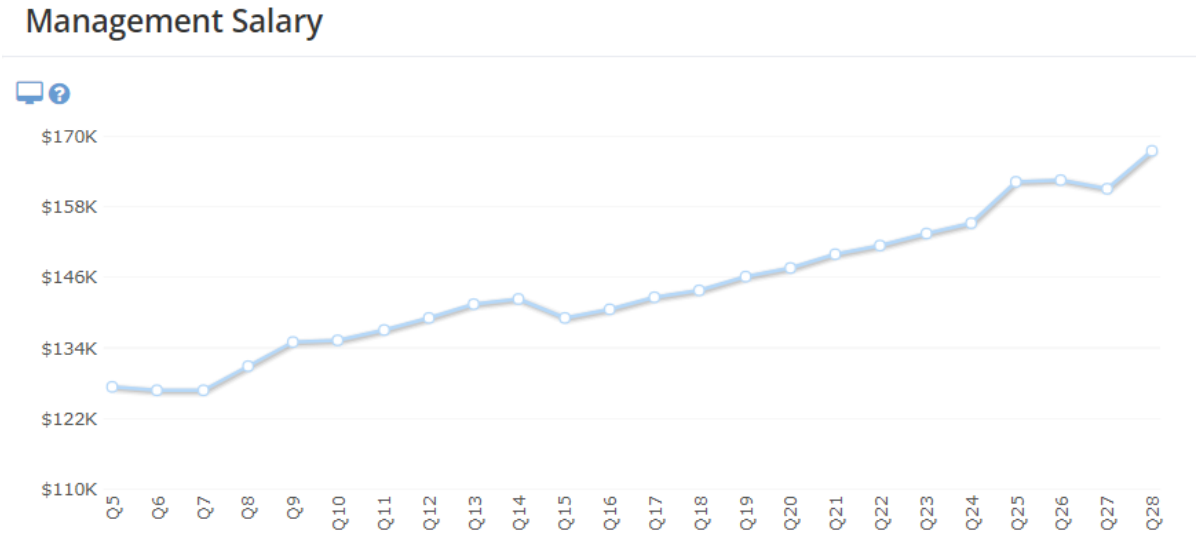


Figure 3 Management Salary: Keep increasing

EcoMotion tried to stop the decline by increasing employees’ salary, the compa ratio even reached 8%, but it couldn’t make any changes. Many managers with skills quit the job, it affected the operation and marketing department a lot, marketing department could not invest in the electric vehicle branding campaign to raise demand for electric vehicle because of lacking marketing expert skills (46.7/60).

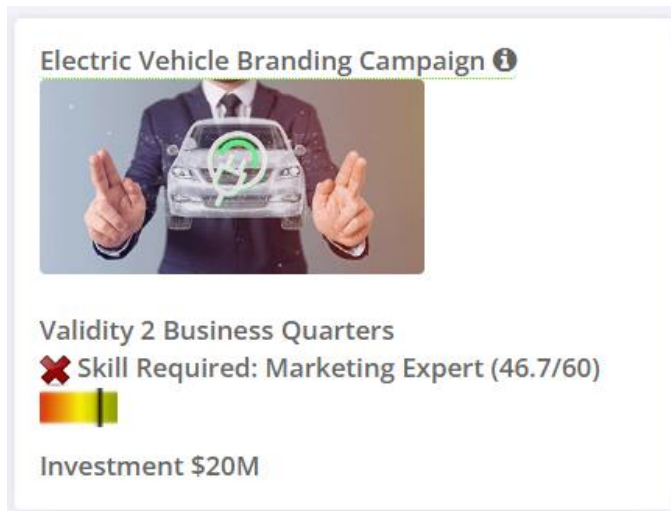


Figure 4 Marketing investment: Lacking of marketing expert skills to invest

However, if a longer term performance could be analysis, it may not be a bad decision if the company could manage to retain the talents.

1.2.2 Sustainability Training and Policy

CSR (Corporate Social Responsibility) is an essential factor that connects marketing with HR, as a higher level of sustainability skills often leads to increased consumer demand. CSR initiatives significantly influence consumer perceptions and behaviors, it's highly related to the company's strategies (Vethirajan & Ramu 2019).

EcoMotion recognized this importance and it trained most managers to have sustainability skills in very early session, and it began the sustainability investing policy in Q5, investing 10 million US dollar to create a comprehensive sustainability policy. By Q7, EcoMotion had invested an additional 15 million US dollar in sustainability policy training and later allocated another 15 million US dollar for sustainability awareness training. These efforts demonstrate EcoMotion's strong commitment to CSR, which resulted in a remarkable improvement in sustainability skill levels from 4.212 in Q4 to a peak of 43.496 in Q22, a tenfold increase from the initial level.

However, despite these investments, a high turnover rate after Q22 led to the departure of many managers with high sustainability skills, causing the skill level to drop to 27.929 by

Q28, illustrating the challenges in maintaining CSR-related competencies amidst workforce changes.

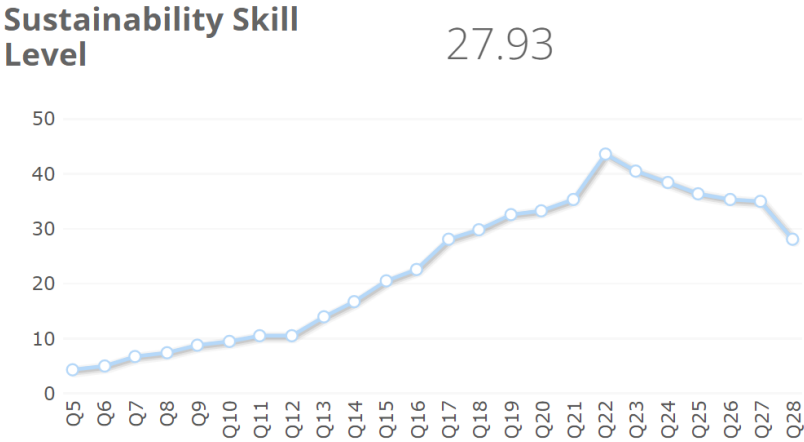


Figure 5 Sustainability Skill Level: Growth and Sudden getting worse

Comparing EcoMotion with Tesla, a real-world example of the global electric vehicles manufacturing company, EcoMotion spent 40 million US dollar 2 years to train the sustainability skills; but Tesla’s information on environmental education and sustainability training for its employees is not transparent. Sustainability training not only enhances skills but also drives innovation, which is crucial for companies like EcoMotion and Tesla that aim to maintain a competitive edge in a rapidly evolving market (Saunila & Ukko & Rantala 2018).

1.2.3 Critical Evaluation

Although HR departments have made significant progress in improving employee satisfaction and skill levels in first 4 years, the made decision of rolling out a new hire process caused a disaster since year 5, the future success of EcoMotion’s HR department will depend on if it could improve the current high turnover, low employee satisfaction and low sustainability skills level.

1.3 Marketing Analysis

1.3.1 Marketing Performance

In terms of key indicators of marketing, our company has shown excellent performance. First,

in terms of customer acquisition, an Integrated Marketing Communications (IMC) strategy ensures consistent messaging across channels, boosting brand awareness and customer engagement (Kliatchko, 2008), customer promotions, training/service, online campaign and TV campaign were all used, and the company has increased overall market penetration through investments such as social media influencer cooperation and data-driven marketing analysis and augmented reality showroom experience (Ashley & Tuten, 2015). Due to the market research, the company's market share has grown steadily, with market shares in American market exceeding 50.27%, Asia market exceeding 45.09%, Europe Market share reached 49.35%.

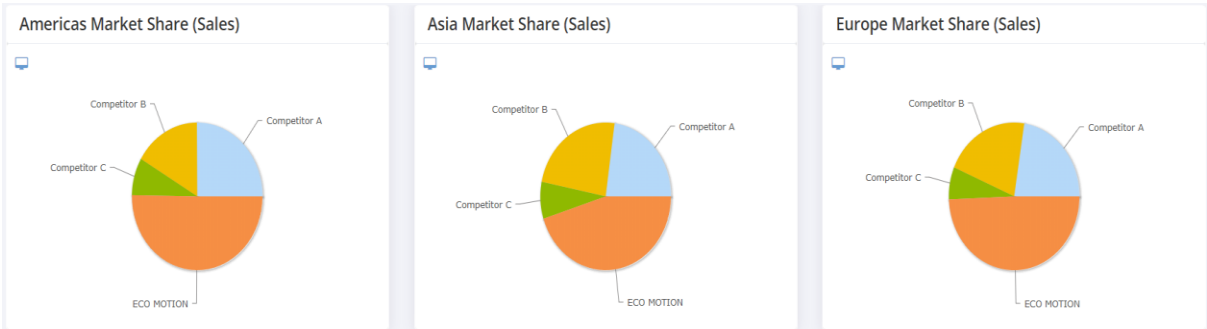


Figure 6 Market Shares in all three markets

The company's revenue performance in different product lines is good. For example, the sales of the "MICRO ULTRA GEN" model reached 1,286 million US\$, accounting for 7.0% of the market share. In addition, the "SPORT NEXT GEN" and "4X4 NEXT GEN" models achieved revenues of 1,209 million US\$ and 1,088 million US\$, respectively, accounting for 6.6% and 6.0% of the market share. In general, the market share and sales revenue of each model have maintained steady growth in multiple quarters, demonstrating the company's competitive advantage in the market. This consistent growth aligns with findings that a strong market position combined with innovative product offerings leads to sustained business success (Tinoco, J. K. , 2010).

Rank	Product	Manufacturer	Sales	Price	Revenue	Segment Market Share
1	 MICRO ULTRA GEN	ECO MOTION	46,754	\$30,886.53	\$1,286M ▲	7.0%
2	 SPORT NEXT GEN	ECO MOTION	18,894	\$64,006.64	\$1,209M ▲	6.6%
3	 4X4 NEXT GEN	ECO MOTION	12,642	\$104,452.89	\$1,088M	6.0%

Figure 7 Product sales performance examples

EcoMotion has outperformed in the automotive industry with a EBIT margin of 28.1% in the last quarter, far above the industry benchmark of 25.7%. The company reported a revenue of 9,437.3 million with a net operating income of 1,859 million in the latest quarter (Q28).



Figure 8 EBIT Margin

EcoMotion's success is largely due to its green marketing strategy, which emphasizes eco-friendly vehicles and innovative technologies, appealing to sustainability-minded consumers (Ottman, Stafford, & Hartman, 2006). This approach aligns with consumer trends toward sustainable products, as evidenced by studies indicating that environmentally responsible companies often gain a competitive advantage (Peattie & Crane, 2005).

Tesla has been a pioneer in the electric vehicle market, with a strong emphasis on brand innovation and sustainability. Tesla's success can be attributed to its green marketing strategy, which highlights the environmental benefits of its vehicles and appeals to sustainability-conscious consumers. This strategy is similar to EcoMotion's approach, which also emphasizes eco-friendly vehicles and sustainability in its marketing efforts.

The success of marketing initiatives often depends on the creativity and execution capabilities of the workforce, which falls under the HR domain. For instance, EcoMotion's data-driven

marketing strategies require a skilled workforce proficient in advanced analytics. The HR department plays a crucial role in recruiting and developing these capabilities within the company. One key aspect of EcoMotion's strategy is sustainability-driven marketing, which requires significant support from HR. HR needs to recruit and train employees who holds high digital experts skills and marketing skills. This aligns with the company's strategy to position itself as a leader in the green technology space. Additionally, as EcoMotion promotes its electric vehicles, the company's brand reputation in sustainability will also help HR attract talent who are passionate about environmental issues, aligning with EcoMotion's strategic goals (Khan et al., 2021).

1.3.2 Critical Evaluation and Future

While EcoMotion has achieved remarkable success with a substantial market share in key regions, such as over 50.27% in the American market, there is an inherent risk of market saturation. As the company continues to dominate these markets, future growth opportunities may become limited, making it crucial to explore new markets or diversify the product portfolio. Additionally, the company's impressive profit margin that is significantly higher than the industry Benchmark, it may face challenges in the future as competition intensifies and new entrants adopt similar green strategies.

1.4 Strategy

EcoMotion is accelerating its transition to a fully electric vehicle portfolio by adopting several key strategies aimed at achieving this goal as swiftly as possible. First, the company is prioritizing rapid scaling of electric vehicle production capacity by repurposing existing manufacturing facilities and investing in new, state-of-the-art plants specifically designed for electric vehicles. This approach enables EcoMotion to increase production efficiency and reduce costs, allowing for a quicker shift to an all-electric lineup (Gao et al, 2016).

EcoMotion is focusing on several strategic initiatives to accelerate its transition to a fully

electric vehicle lineup. A key strategy is the development of its own power charging network. By building out an extensive, proprietary charging infrastructure, EcoMotion ensures that its customers have reliable and convenient access to charging stations. This approach not only enhances the customer experience but also mitigates range anxiety, a common barrier to electric vehicle adoption (Osterwalder & Pigneur, 2013). For example, EcoMotion could strategically place fast-charging stations along major highways and in urban areas, providing a seamless charging experience that encourages more consumers to switch to electric vehicles. To further accelerate its transition, EcoMotion is implementing an aggressive market entry strategy by rolling out a diverse range of electric models across various segments as quickly as possible. This includes introducing both high-end and more affordable electric vehicles to capture a broad market share. For example, the company could launch a flagship luxury electric vehicle while simultaneously offering a budget-friendly model to appeal to different customer segments (Porter, 1996). This strategy not only positions EcoMotion to compete with both premium and mass-market competitors but also ensures a quicker adoption of its electric vehicles.

Furthermore, EcoMotion is committing to a sustainability-driven marketing campaign, which highlights the environmental benefits of electric vehicles. By educating consumers on the long-term savings and reduced environmental impact of electric cars, EcoMotion aims to drive faster consumer adoption and shift market perception in favor of electric vehicles. This aligns with the principles of an infinite game strategy, focusing on long-term market leadership and sustainability rather than short-term profits (Sinek, 2019).

To compare with a real company, Tesla has pioneered the electric vehicle market with its innovation-driven strategy. Tesla's vertical integration (controlling everything from battery production to software development) gives it a cost advantage and allows for rapid scaling of its electric vehicle lineup (Hardman et al., 2016).

1.5 Conclusion

EcoMotion's human resources function has been pivotal in supporting the company's transition to electric vehicles by focusing on employee engagement, sustainability training, and workforce development. HR's decision to invest in sustainability skills early on helped align the workforce with the company's shift toward green technologies. However, the decision to recruit new talent rather than upskill existing employees led to a decline in employee morale and engagement, as well as higher turnover. While this decision temporarily boosted innovation and productivity, HR now faces the challenge of balancing new talent acquisition with efforts to retain and develop the existing workforce. Success in this area will depend on maintaining employee loyalty while supporting the company's evolving needs.

Marketing's performance has been marked by the successful implementation of a green marketing strategy, which focuses on innovation and sustainability. EcoMotion has consistently outperformed industry standards, driven by sustainability-driven campaigns that align with the growing demand for eco-friendly products. The company's data-driven marketing efforts have enhanced its public image, establishing EcoMotion as a leader in the promotion of green technology. However, with significant market share in key regions, there is a risk of market saturation, making it essential for Marketing to explore opportunities in new markets and to diversify the product portfolio. The continued focus on sustainability and leveraging market insights will help maintain competitiveness as the company grows.

EcoMotion's strategy to transition to a fully electric vehicle lineup is based on several key initiatives: scaling production, developing a proprietary charging network, and diversifying product offerings. Additionally, EcoMotion's focus on creating their own charging network which is similar to Tesla's Supercharger infrastructure, it will address range anxiety, which is a critical barrier to electric vehicle adoption.

The integration between HR and Marketing functions is crucial for the successful execution of EcoMotion’s strategy. HR supports Marketing by ensuring that the workforce is equipped with the skills needed to manage complex sustainability campaigns and digital marketing efforts. In return, Marketing’s success in enhancing EcoMotion’s public image aids HR in attracting and retaining top talent.

Overall, EcoMotion’s journey highlights the importance of balancing workforce development and market responsiveness in the face of industry-wide transitions. A focus on retaining and engaging employees is critical to sustaining long-term growth, especially as new skills and technologies emerge. At the same time, sustainability-driven marketing has proven essential for building trust and securing a competitive position in the evolving electric vehicle market. Finally, the alignment between HR and Marketing creates a powerful foundation for successful strategy execution, ensuring that the company's workforce is equipped and motivated to support its ambitious goals. These integrated efforts place EcoMotion in a strong position to lead in the rapidly growing electric vehicle industry.

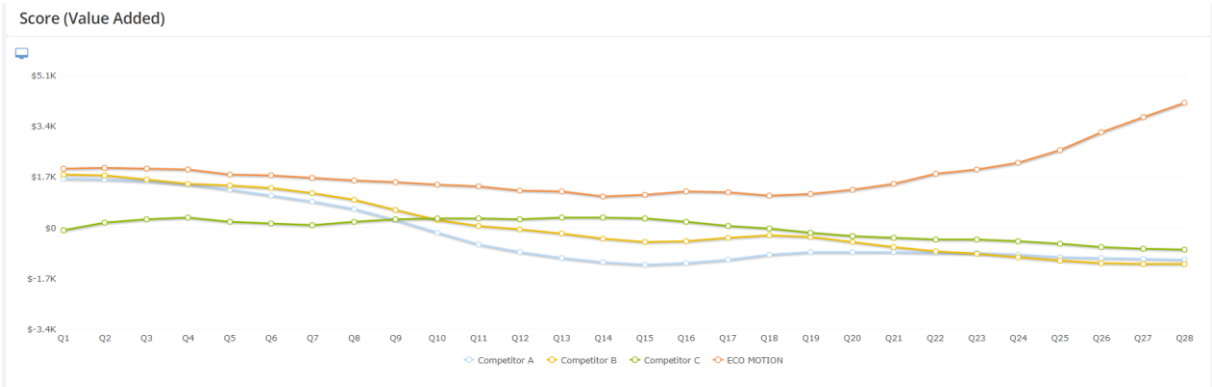


Figure 9 Score (Value Added) of EcoMotion and competitors

2. Personal Reflection Overview

Purpose of the Reflection

This reflection explores my experiences as Head of Human Resources during the Business in Practice simulation. The simulation provided a dynamic environment where I developed decision-making and cross-functional collaboration skills within the management team. I will analyze two key events that significantly impacted my learning, connecting them to relevant academic theories, business concepts, and peer feedback to highlight my professional growth (Ulrich & Brockbank, 2005). Additionally, I will discuss how these skills and insights will support my future career in HR leadership and collaborative roles.

Role in the Simulation

In the Business in Practice simulation, I served as Head of Human Resources (HR), where I was responsible for aligning HR strategies with the organization's goals. My duties included staffing, recruitment, talent management, and implementing sustainability policies across Europe, China, and the United States. I managed workforce allocation, adjusted salaries based on market trends and developed targeted training programs in sustainability and digital transformation.

I also assigned executives to key roles, ensuring that their skills matched the needs of each business model. Monitoring key HR metrics like employee satisfaction and work pressure was crucial to maintaining a balance between employee well-being and organizational goals. My role required close collaboration with the Operations and Financial Managers to ensure our HR strategies were both financially and operationally sound. This experience deepened my understanding of HR management in a complex, dynamic environment and significantly enhanced my leadership skills.

Focus of the Reflection:

This section delves into a personal reflection and analysis of the experiences I encountered in

the Business in Practice simulation. The focus is on exploring the skills I developed and refined as a key member of the management team (Head of HR). The simulation provided a dynamic and challenging environment that required me to navigate complex decision-making processes and collaborate effectively in a cross-functional team environment. My reflection will critically analyze two key events that played a key role in my learning journey. By linking these experiences to relevant academic theories, concepts from the Business Skills course, peer feedback, and my journal entries, I will elaborate on how these experiences contributed to my professional growth. In addition, I will reflect on how the skills and knowledge gained can be applied to future careers, especially those roles that require strong HR leadership and cross-functional collaboration.

2.1 Significant Event 1

2.1.1 The sequence of events

During the Business in Practice simulation, I participated in a self- and peer-assessment session that had a profound impact on me. In this session, each team member was required to evaluate themselves and their teammates in five main areas: Contribution to the team, Interaction with teammates, Keeping the team on track, Expecting quality, and Having relevant knowledge, skills and abilities (Thornton & Rupp, 2006).

When I was doing my self-assessment, I was not confident in my performance, but I thought my overall performance was OK, so I gave myself a relatively good score. However, when I received the evaluation results from my team members, I found that they gave me a significantly lower score than I gave myself. This result surprised and confused me. I began to reflect on why there was such a big difference between my own and my team members' views of me.

Through in-depth thinking, I realized that my self-assessment might have been affected by some biases and blind spots. In addition to my lack of confidence in my performance in the

team, another important reason was my lack of confidence in my English proficiency.

Compared with the European members in the team, I felt that there was a significant gap in my language ability. This gap often made me choose silence in team discussions, fearing that I could not express my views clearly or accurately convey my ideas. Fearing that I might cause misunderstandings or affect team decisions due to unclear expression, I became more withdrawn in discussions and unwilling to actively participate. These concerns directly led to my lack of initiative in interacting and contributing with teammates (Ting-Toomey, 1999).

2.1.2 Inspiration and reflection

In the subsequent team workshop, we explored in depth the importance of the results and criteria of this evaluation. I realized from the feedback of my teammates that objective feedback is essential for personal growth and team success. This experience prompted me to re-examine my performance and realize that although the language barrier has a certain impact on my ability to express myself, it should not be an obstacle to my participation in teamwork.

I further realized that these problems exposed in the evaluation not only reflected my shortcomings in communication and team interaction, but also revealed my lack of self-awareness and self-confidence. The lack of confidence in language made my thinking fall into a state of self-limitation, limiting my contribution to the team. This limitation caused me to be too passive in the team, lacking initiative and self-confidence, which obviously affected my overall performance and the team's evaluation of me.

Contribution to the team: Feedback shows that I often consider the feelings of others, so I hesitate when expressing my ideas, worrying about burdening my teammates. I need to overcome this concern, express my opinions more confidently, and contribute to team decision-making.

Interaction with teammates: Although I respect the opinions of my teammates and try to

maintain good communication, I sometimes dare not take the initiative to express my needs and opinions due to concerns about language. In the future, I need to enhance my confidence, take the initiative to share my ideas with my teammates, discuss solutions together, and build a more harmonious team relationship (Edmondson, 1999).

Keeping the team on schedule: I have been committed to pushing the work on time and solving problems in a timely manner. However, feedback shows that I may be too considerate of the feelings of others and neglect the control of progress. In future work, I need to find a better balance between team building and progress control to ensure the orderly progress of the project.

Expectations for quality: I always pursue excellent quality, actively check errors and propose improvement measures. However, sometimes I may be too cautious and dare not fully express my ideas. I need to make suggestions more confidently and jointly promote the continuous progress of the team.

Relevant knowledge and skills: I realize that I still have room for improvement in certain areas of my expertise and need to take the initiative to learn and constantly enrich myself to provide more valuable support to the team.

During the team workshop, one of my colleagues, Marcos, took the initiative to express his support and encouragement to me. Marcos said that he understood that I might not be confident in expressing myself, but he thought my ideas and insights were very valuable. He noticed that I sometimes remained silent in meetings and missed opportunities to express my opinions and encouraged me to participate more actively in discussions and not worry too much about language barriers. He also took the initiative to offer help when I needed to prepare a meeting speech or write a report.

I felt very warm and encouraged by Marcos' support. With his help, I gradually overcame my concerns about language expression. In subsequent team discussions, I began to take the

initiative to speak and express my ideas. Although there were still some language barriers in the process, I gradually became more confident with the understanding and help of Marcos and other teammates.

The results of this assessment made me realize that as a team member, especially in a multicultural environment, I need to be more proactive in participating in discussions and bravely express my opinions. Regardless of language ability, the core of teamwork lies in mutual understanding and support (Goleman, 1998). I cannot choose to retreat because of language problems but should make up for this deficiency with a positive attitude. At the same time, I also realize that although self-evaluation is important, self-awareness alone is far from enough. I also need to fully understand my performance through feedback from others.

2.1.3 Action Plan and Outlook

To deal with the problems exposed in the evaluation, I have developed a series of action plans to improve my performance in the team and lay a solid foundation for future career development.

First, I am determined to overcome my inferiority complex about language and express my ideas more actively in future team discussions. I will improve my presence and contribution in the team by participating in more dialogues and expressing my opinions. Even if I encounter difficulties in the expression process, I will work hard to overcome them, because I realize that the risk of unclear expression is far less than the risk of not expressing. Only through active participation can my views support team decision-making.

Secondly, I plan to strengthen my English ability and improve the fluency and accuracy of expression through reading, writing and speaking practice. I will use my free time to watch English speeches and participate in seminars to enhance my language confidence. In addition, I will also seek help from colleagues with strong language skills, communicate with them more, and learn their skills and experience in language expression.

Thirdly, I will pay more attention to the feedback of others, not only in team evaluation, but also actively seek the opinions of colleagues and friends in daily work and life. I realize that objective feedback is essential for personal growth and team success (London, 2003). In future work, I will regularly ask team members for advice and carefully analyze these feedbacks to continuously improve my performance.

Finally, I will strive to improve my professional knowledge and skills to better support the goals of the team. I realize that in a team, having solid professional ability is the key to winning respect and trust. To this end, I will continue to learn and improve my abilities, participate in relevant training and courses, and keep an eye on the development of the industry to ensure that I can contribute more valuable insights to the team.

This experience of self- and peer evaluation is an important learning opportunity for me. It not only allows me to see my own shortcomings, but also makes me realize the necessity of self-improvement. Through this reflection, I have a clearer understanding that the success of teamwork depends not only on personal ability, but also on mutual understanding, support and active communication.

In the future, I will continue to work hard to improve myself, not only to overcome language barriers, but also to show stronger initiative and leadership in teamwork. I believe that through continuous learning and practice, I can play a greater role in the team and contribute more to the success of the team. This experience will become an important lesson in my career development, inspiring me to be more confident, positive and open in my future career.

2.2 Significant Event 2

2.2.1 Event Process

As an automobile manufacturer with a long history, the company has deeply realized that relying solely on traditional manufacturing skills can no longer maintain the company's competitive advantage in the face of fierce market competition and technological changes.

Especially in the context of the rapid development of science and technology, the automotive industry is undergoing a profound transformation, and emerging skills such as software development, artificial intelligence, and data analysis have become particularly important. In order to adapt to this change, the company urgently needs to cultivate a workforce with corresponding skills in these fields, which undoubtedly brings unprecedented challenges to the human resources department (Ulrich et al., 2012).

In this company-wide vote, there was a heated discussion and analysis on how to carry out this important transformation. After a series of discussions, we decided to determine the transformation plan by voting. In the preliminary discussion, I tend to choose the "Internal Upskilling and Reskilling" plan. In my opinion, compared with directly introducing external talents to roll out a program for hiring new talents, cultivating and improving the skills of existing employees can not only save costs, but also improve employee enthusiasm, loyalty and satisfaction, thereby enhancing the cohesion of corporate culture. However, as the discussion deepened, some colleagues put forward different views. They believed that in a rapidly changing market environment, the introduction of new talents could more quickly supplement the company with much-needed skill resources, thereby ensuring the company's competitiveness. After active lobbying by colleagues and more information analysis, I finally changed my original intention and supported the "Introduction of New Talents" Roll-out a program for hiring new talents program. The voting result passed the decision to introduce new talents Roll-out a program for hiring new talents with a narrow advantage of 4 to 3.

2.2.2 Inspiration and reflection

This voting process brought me deep reflection. Although the program of introducing new talents won the majority support in the vote, and it was reasonable and urgent from a technical perspective, we found many unexpected problems in the subsequent implementation process. Although the introduction of new talents filled the company's skill gaps in software

development, artificial intelligence and other aspects in the short term, it had an adverse effect on the morale of existing employees and the cohesion of the team. Many internal employees feel neglected and not valued. They believe that the company does not give them enough training opportunities, which makes them feel that their own development space is limited, which in turn leads to the resignation of some employees and the decline of team efficiency. Through this incident, I realized that in the process of major decision-making, simply pursuing technical correctness and superficial majority support is not enough. The success of a decision depends not only on the correctness of the decision itself, but also on whether we fully consider the opinions and needs of all parties in the decision-making process and whether we pay attention to the importance of communication and coordination (Kotter, 1996). Without sufficient communication and consensus, even seemingly correct decisions may face many obstacles and challenges in the implementation process, and it is difficult to achieve the expected results.

2.2.3 Action Plan and Outlook

After learning from this lesson, I realized that in the future human resources management and corporate transformation process, we need to pay more attention to internal communication and coordination to ensure the transparency and broad participation of decision-making.

Specifically, I plan to take the following measures in the future decision-making process:

First, fully collect and listen to the opinions and feedback of all parties before making decisions to ensure that the decision can reflect the needs of different stakeholders. We can collect the real ideas of employees at all levels through more internal discussions, opinion collection and anonymous questionnaires to avoid one-sided decisions.

Second, although the introduction of external talents is crucial to filling the skills gap, we cannot ignore the training and development of internal employees. In the process of promoting transformation, we need to balance the relationship between external introduction

and internal training, and help existing employees improve their skills through systematic training and career development planning, so as to enhance their sense of belonging and loyalty to the company (Schein, 2010).

Again, I plan to pay more attention to the construction of team culture and the management of employee emotions in my future work. Company culture and employee emotions are important factors in determining team efficiency and cohesion. Therefore, in any change, we should minimize the impact on the existing culture, help employees better adapt to changes, and avoid the negative emotions caused by changes affecting the overall performance of the team.

Finally, I will further strengthen the feedback mechanism after decision-making. In the process of decision-making implementation, we must maintain continuous communication with employees, collect feedback regularly, and adjust and optimize the decision-making execution plan in a timely manner according to actual conditions. Through this continuous improvement method, we can ensure the effectiveness of decisions and the smooth implementation to the greatest extent.

This voting incident taught me a valuable management lesson. It made me deeply realize that the decision-making process is not only a solution to technical problems, but also a deep consideration of internal organizational relationships, employee emotions and company culture. A successful decision requires not only technical correctness, but also needs to be based on communication, coordination and consensus.

Looking ahead, I will be more cautious in every major decision, and strive to make choices that are beneficial to the company's long-term development on the basis of balancing the interests of all parties and respecting the opinions of employees. I believe that through this learning and reflection, I will be able to better cope with future challenges and lead the team to achieve greater success in the transformation.

2.3 Conclusion

Reflecting on my experience in the Business in Practice simulation, I gained a deeper understanding of my strengths and weaknesses, particularly in HR leadership. I learned to make effective decisions in complex environments and recognized the importance of strategic vision in driving organizational change. A key realization came from the self- and peer-assessment event, where I identified language barriers as a challenge affecting my confidence and communication. This feedback motivated me to create an action plan to improve these skills for better teamwork.

During the company-wide voting event, I understood that decision-making extends beyond technical issues—it requires balancing the interests of multiple parties, considering team culture, and addressing employee emotions. This taught me the importance of harmonizing external recruitment with internal development to maintain morale and ensure successful change management.

These reflections have clarified my future career goals. As a future HR leader, I aim to balance technical expertise with empathy, fostering an open, feedback-driven work environment (Goleman, Boyatzis, & McKee, 2002). I will focus on enhancing my communication skills, ensuring that my decisions are both technically sound and well-supported by my team. Additionally, I will stay informed about industry trends to provide cutting-edge HR solutions. This experience has strengthened my resolve to continue growing in HR and contribute meaningfully to my organization.

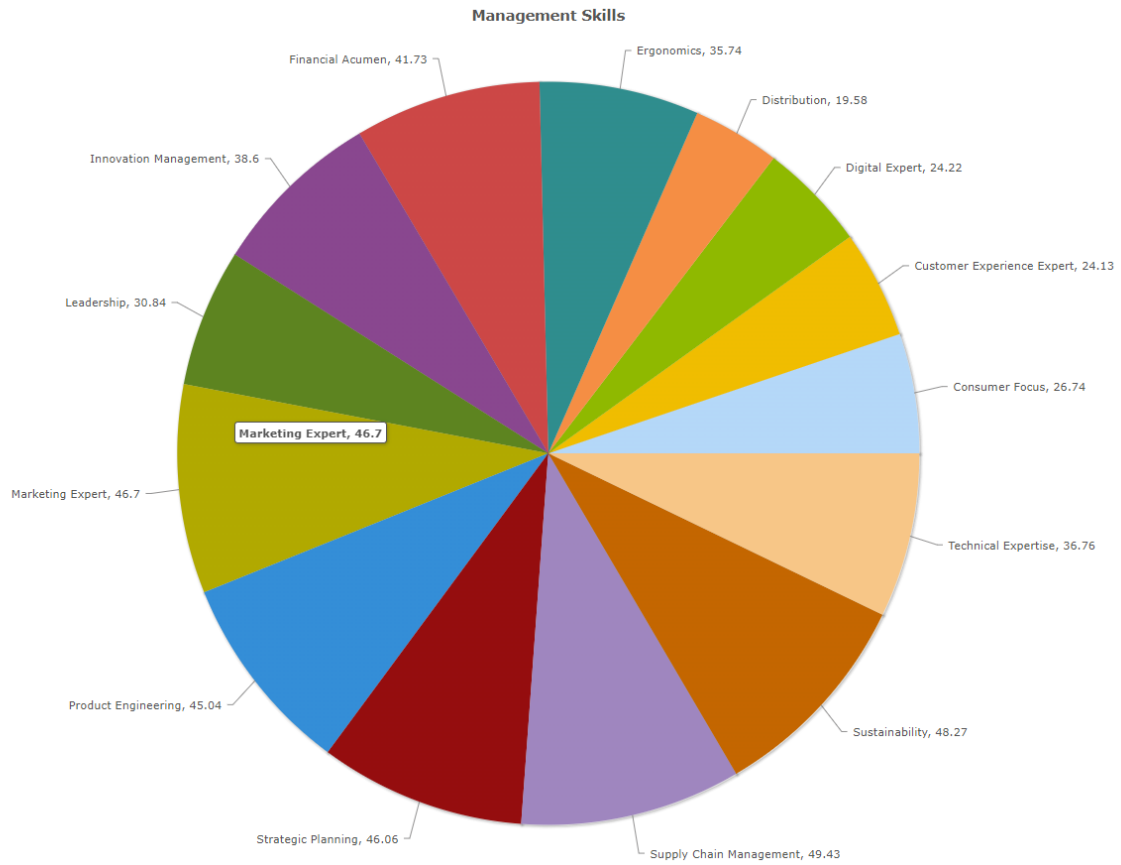
References

- Kompaso, Solomon Markos, and M. Sandhya Sridevi. 2010. "Employee Engagement: The Key to Improving Performance." *International Journal of Business and Management* 5 (12). doi:10.5539/ijbm.v5n12p89.
- Herzberg. 1959. "The Motivation to Work, by F. Herzberg, B. Mausner and B.-C. Snyderman, John Wiley & Sons, New York, John Wiley & Sons, 1959." *Relations Industrielles* 15 (2): 275. doi:10.7202/1022040ar.
- Cappelli, P., & Keller, J. R. (2014). Talent management: Conceptual approaches and practical challenges. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 305-331.
- Vethirajan, C., and C. Ramu. 2019. "IMPACT OF CSR ON FMCG COMPANIES - CONSUMERS' PERSPECTIVE." *International Journal of Interdisciplinary and Multidisciplinary Research*, 454-75.
- Saunila, Minna, Juhani Ukko, and Tero Rantala. 2018. "Sustainability as a Driver of Green Innovation Investment and Exploitation." *Journal of Cleaner Production* 179 (April): 631-41. doi:10.1016/j.jclepro.2017.11.211.
- Kliatchko, Jerry. 2008. "Revisiting the IMC Construct." *International Journal of Advertising* 27 (1): 133-60. doi:10.1080/02650487.2008.11073043.
- Ashley, Christy, and Tracy Tuten. 2015. "Creative Strategies in Social Media Marketing: An Exploratory Study of Branded Social Content and Consumer Engagement." *Psychology & Marketing* 32 (1): 15-27. doi:10.1002/mar.20761.
- Tinoco, Janet K. 2010. "Marketing Innovation: The Unheralded Innovation Vehicle to Sustained Competitive Advantage." *International Journal of Sustainable Strategic Management* 2 (2): 168. doi:10.1504/ijssm.2010.032559.
- Peattie, Ken, and Andrew Crane. 2005. "Green Marketing: Legend, Myth, Farce or Prophecy?" *Qualitative Market Research: An International Journal* 8 (4): 357-70. doi:10.1108/13522750510619733.
- Khan, Noor Ullah, Haoqiang Wei, Guiling Yue, Nabila Nazir, and Noor Raihani Zainol. 2021. "Exploring Themes of Sustainable Practices in Manufacturing Industry: Using Thematic Networks Approach." *Sustainability* 13 (18): 10288. doi:10.3390/su131810288.
- Gao, Paul, Hans-Werner Kaas, Detlev Mohr, and Dominik Wee. 2016. "Disruptive Trends That Will Transform the Auto Industry." *McKinsey & Company*. McKinsey & Company. January 1. <https://www.mckinsey.com/industries/automotive-and-assembly/our-insights/disruptive-trends-that-will-transform-the-auto-industry>.

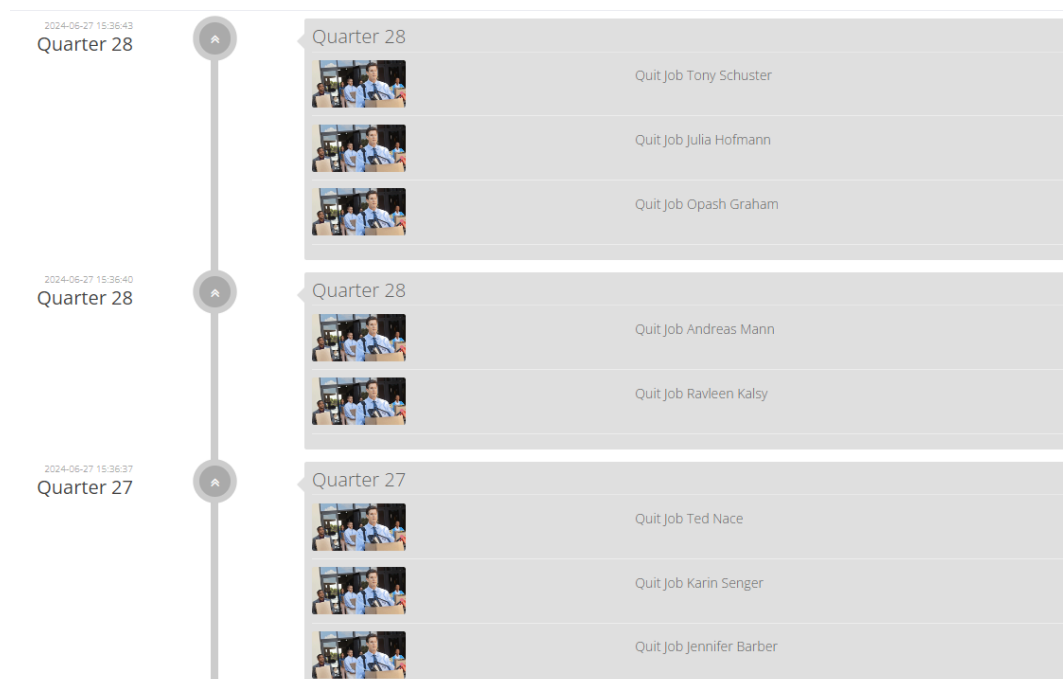
- Osterwalder, Alexander. 2013. "A Better Way to Think about Your Business Model." *Harvard Business Review*. June 27. <https://hbr.org/2013/05/a-better-way-to-think-about-yo>.
- Porter, Michael E. 1996. "What Is Strategy?" *Harvard Business Review*. April 4. <https://hbr.org/1996/11/what-is-strategy>.
- Sinek, Simon. 2019. *The Infinite Game*. London: Penguin Business.
- Hardman, Scott, Eric Shiu, and Robert Steinberger-Wilckens. 2016. "Comparing High-End and Low-End Early Adopters of Battery Electric Vehicles." *Transportation Research Part A: Policy and Practice* 88 (June): 40–57. doi:10.1016/j.tra.2016.03.010.
- Kotter, John P. 1996. "Leading Change. John P. Kotter, 1996, Harvard Business School Press, Boston, MA, [Http://www.hbsp.harvard.edu](http://www.hbsp.harvard.edu). 187 Pages; \$24.95." *Competitive Intelligence Review* 8 (2): 96–97. doi:10.1002/cir.3880080221.
- Ulrich, D., & Brockbank, W. (2005). *The HR Value Proposition*. Harvard Business Review Press.
- Thornton, G. C., & Rupp, D. E. (2006). *Assessment Centers in Human Resource Management: Strategies for Prediction, Diagnosis, and Development*. Psychology Press.
- Ting-Toomey, S. (1999). *Communicating Across Cultures*. Guilford Press.
- Edmondson, A. C. (1999). Psychological Safety and Learning Behavior in Work Teams. *Administrative Science Quarterly*, 44(2), 350-383.
- Goleman, D. (1998). *Working with Emotional Intelligence*. Bantam Books.
- London, M. (2003). *Job Feedback: Giving, Seeking, and Using Feedback for Performance Improvement*. Lawrence Erlbaum Associates.
- Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). *HR from the Outside In: Six Competencies for the Future of Human Resources*. McGraw-Hill Education.
- Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.
- Goleman, D., Boyatzis, R., & McKee, A. (2002). *Primal Leadership: Realizing the Power of Emotional Intelligence*. Harvard Business School Press.
- Hirani, Azhar. 2021. "Automotive Industry Profitability for 2021 and Beyond." *ZT Corporate*. <https://ztcorporate.com/blog/determining-automotive-industry-profitability-for-2021-and-beyond/>.
- Ottman, Jacquelyn A., Edwin R. Stafford, and Cathy L. Hartman. 2006. "Avoiding Green Marketing Myopia: Ways to Improve Consumer Appeal for Environmentally Preferable Products." *Environment: Science and Policy for Sustainable Development* 48 (5): 22–36. doi:10.3200/envt.48.5.22-36.

Appendix:

Appendix 1: Management Skills



Appendix 2: High Turnover



Appendix 3: KPIs




Appendix 4: Sustainability Dashboard



Appendix 5: Management Issue of Tackling Range Anxiety

Management Issue	Your Response	Alternative Responses
<p>Challenge: Innovation</p> <p>Tackling Range Anxiety</p> <p>From a technological perspective, your company possesses the ability to improve the production of electric vehicles. Nonetheless, there is a noticeable hesitation among consumers, mainly due to fears of limited driving range, which stands as a major obstacle to their acceptance. Potential buyers of electric vehicles (EVs) seek reassurance that they will be able to charge their cars with ease. However, with every new EV owner, the competition for access to public charging facilities intensifies. Recent studies show that concerns about EVs from over half of potential buyers revolve around battery life, charging options, and the distance the vehicles can travel. Your worry is that without sufficient charging infrastructures to mitigate these fears, the uptake of EVs might decelerate.</p>	<p>Build-Out a Power Charging Network</p> <p>Building out a charging network allows a company to directly control the technology, standards, and user experience. Additionally, it can significantly enhance brand visibility and consumer loyalty. Users of the network are constantly reminded of the brand, which can strengthen brand identity and affiliation among EV users. Also consider that directly owning the charging infrastructure allows for complete control over the revenue model, including pricing strategies, subscription models, and partnerships with other businesses for cross-promotions or integrated services.</p> <p>Feedback</p> <p>By investing in building out a power charging network, you could significantly enhance your brand's market position and sustainability image, as it addressed a key concern for potential electric vehicle (EV) buyers: charging accessibility. At the same time, this initiative has helped to strengthen customer loyalty by providing an essential, value-added service. From a marketing standpoint, it positions your brand as a leader in innovation and environmental stewardship, setting it apart from competitors and potentially attracting a broader customer base interested in green technology.</p>	<p>Alternative Responses</p> <p>Do Nothing Do not invest at this time.</p> <p>Feedback</p> <p>Eventually, Micheal Porter said: "The essence of strategy is choosing what not to do."</p> <p>Invest in Power Charging Network, JV</p> <p>Sharing the substantial costs and risks associated with the development of charging infrastructure can make scaling up more financially feasible. This is particularly beneficial in the early stages of market development or in regions with uncertain demand. On the top of that, partnering with local service providers offers invaluable insights into regional regulations, market conditions, and consumer behavior. This can lead to more effective and tailored charging solutions that better meet local needs.</p> <p>Feedback</p> <p>Through this investment, your company could not only demonstrate a commitment to sustainable practices but also directly address a major consumer barrier to electric vehicle (EV) adoption — the availability of charging stations. This strategic move will enhance customer loyalty and attract a broader customer base interested in EV technology, potentially boosting sales.</p>

Appendix 6: Management Issue of Implementing a comprehensive workforce transformation plan

Management Issue	Your Response	Alternative Responses
<p>Challenge: HR</p>  <p>Implementing a comprehensive workforce transformation plan</p> <p>As your company evolves, you anticipate that traditional automotive skills are no longer sufficient; and for maintaining a competitive edge, you require employees that are proficient in new skills like software development, AI, data analysis, and other tech-driven skills.</p> <p>What do you think is the best decision for your further development in HR?</p>	<p>Roll-out a program for hiring new talents</p> <p>You believe that new employees can bring fresh ideas, perspectives, and innovative solutions that might not be present in the current workforce. This is especially beneficial in tech roles, where evolving trends and creativity play a significant role. If the recruitment process is efficient, bringing in new talent can be quicker than training existing employees, particularly if the required tech skills are highly specialized and would take considerable time to teach.</p> <p>Impact: Digital Expert Skill (+).</p> <p>Feedback</p> <p>While this initiative may have a higher initial costs from recruitment, it could provide immediate access to expertise, potentially leading to increased sales and productivity. However, it may impact staff morale negatively.</p>	<p>Do Nothing</p> <p>Do not invest at this time.</p> <p>Feedback</p> <p>Eventually, Micheal Porter said: "The essence of strategy is choosing what not to do."</p> <p>Internal Upskilling and Reskilling</p> <p>You know that training existing employees can be more cost-effective than hiring new staff, considering recruitment, onboarding, and potential higher salary demands of new hires with cutting-edge skills. Offering opportunities for growth and development can improve employee satisfaction, loyalty, and retention. This builds a positive company culture and can translate into higher productivity.</p> <p>Impact: Digital Expert Skill (+).</p> <p>Feedback</p> <p>Although this program incurred higher initial costs from training programs and materials, it has increased your employee performance and reduce the demand for external hiring in the long run. At the same time, this initiative was not only well-received by your employees but also increased their loyalty and motivation significantly.</p>

Appendix 7: Triple Bottom Line

