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.

Business in Practice:

Navigating the Automotive Industry – A Corporate Performance Analysis and Personal Reflection

Jonas Georg Gebhard

Work project carried out under the supervision of:

Professor Filipa Rodrigues

12/09/2023

Table of Contents

Abstract

Business in Practice is a three-week intensive and immersive simulation program, that runs through six full years of the operations of a car manufacturer. During this simulation a diverse group of students formed the executive team of the company in the roles of Finance, HR, Innovation, Operations and Marketing and solved real business challenges, the automotive industry is facing amid the disruptive change from combustion to electric vehicles. An three business functions including Strategy, HR and Marketing and a personal reflection on two critical incidents throughout the program is provided.

Keywords

Business Simulation, Personal Reflection, Change, Automotive Industry, Team Dynamics, Business Strategy, Human Resources, Marketing, Theory in practice

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).

1 Corporate Performance Analysis

1.1 Introduction to the Automotive Company 8TRON

The automotive industry is undergoing one of the most significant transitions since its beginnings, with car manufacturers moving away from the traditional propulsion technology of combustion towards alternatives such as electricity or hydrogen. This has been triggered by several factors, which particularly include the advancement of the technological progress, a shifting consumer behavior due to a higher awareness of the threats of climate change and newly arising government regulations fighting global environment challenges (McKinsey 2021). Notably, in 2022 the European Union (EU) member states have voted on a new deal "ensuring that all new cars and vans registered in Europe will be zero-emission by 2035" and are thereby significantly impacting the current business model of the traditional original equipment manufacturers (OEM).

In the business simulation "Business in Practice" (BiP), 8TRON – the company name, is an OEM operating in the regions of the United States of America (USA), Europe and China. With its previous focus on combustion vehicles, 8TRON is now facing the challenge to revise their current operating business model. The firm analysis will review the functions of Strategy, Human Resources, and Marketing. By applying academic frameworks and concepts, this examination seeks to assess the company's performance and offer a critical evaluation of the strategic choices made over the course of its six-year span. The company's strategy forms the foundation of its long-term goals, market positioning, and competitive advantage, while the human resources aspect focuses on the company's workforce, including recruitment and training of the employees. Lastly, the marketing analysis delves into 8TRON's branding, pricing, and promotional strategies. A holistic assessment of these key areas enables a comprehensive understanding of the company's organizational structure and its potential for success in the transformative automotive industry.

1.2 Strategy Analysis

The following strategy analysis will focus on the formulation and the implementation of the company's strategy by depicting the path towards the initial strategy of the company and the required adjustments to further advance the success of the company.

1.2.1 Strategy Formulation

Industrial firms as 8TRON must employ an effective and dynamic strategy formulation to tackle competitive challenges in innovation and flexible responses to market changes (Acur and Englyst 2006, 70). As the executive team was taking over the company in its long-time existing form, analyzing the current state, based on the new market dynamics in the automotive industry was therefore the first crucial step.

Firstly, the firm was examined from an internal perspective by applying the VRIO framework, which indicated an unused potential competitive advantage regarding the possibility to innovate into the e-mobility sector (*see Figure 1*). To receive an overarching view a SWOT analysis was conducted (*see Figure 2*). The main strength of the company identified was the popularity of the brand concomitant with a high number of sales, although the company was heavily dependent on combustion and hybrid vehicles only.

To determine the opportunities lying ahead in the market, current customer trends were equally considered. Deloitte (2023) found out in a recent market trend analysis that customers mainly seek technological and sustainable ways of mobility, especially in terms of electric vehicles (EV), offering them a digital and seamless journey. In most markets the features inside the EV are catalysts behind choosing a car brand, when making a purchase decision (Deloitte 2023).

Furthermore, an external analysis of the current industry environment was conducted by applying the Five Forces by Porter (2008, 82) which especially highlighted the threat of industry rivalry with several competitors already having advanced into the EV market (*see*

Figure 3). 8TRON can therefore be classified as a fast follower, which offers the opportunity to exploit missteps taken by pioneering manufacturers, while leveraging on the existing strong relationship with partners, such as car dealerships (Wunker 2012, 43). In addition to customer preferences and the competitive environment, an action towards zero-emission vehicles is required as the regulatory environment regarding stringent CO2 penalties was arising, a major factor identified in the PESTEL analysis (*see Figure 4*).

1.2.2 **Initial Strategy**

To arrive at the initial strategy, the overall generic strategies developed by Porter (1980, 35-38), cost leadership approach and differentiation approach were considered and real-life strategies of the OEMs Audi and Kia were discussed. Audi's (2021) plan is to go fully electric by 2026, by phasing out internal combustion engine and concentrating their R&D efforts on differentiating its all-electric vehicles from competitors by emphasizing quality, design and enhanced customer value, with a seamless ecosystem to also support autonomous driving (Audi 2021). Shifting to a lower priced competitor, Kia is a Korean OEM that has completely adjusted their strategy in 2021, by changing the brand perception of their customers to a luxurious and dynamic driving experience while staying affordable (Kia 2021). The two firms are therefore applying a differential approach to their strategy and elements of both were used to formulate the strategy of 8TRON.

8TRON was going to be transformed into a full electric car manufacturer, by investing highly into innovation and sustainability practices, while serving a broad range of consumers to affordable but technologically and feature advanced EVs, thereby differentiating itself. To strengthen the sustainability commitment, the initial strategy was additionally guided by the UN Sustainable Development goals (SDG) to arrive at an overall conscious acting as a firm, which included actions related to the SDGs of gender equality, decent work and economic growth, innovation and climate action (United Nations 2015) (*see Figure 5*). The elements

of the VARS framework, as shown below summarize the main strategic objectives.

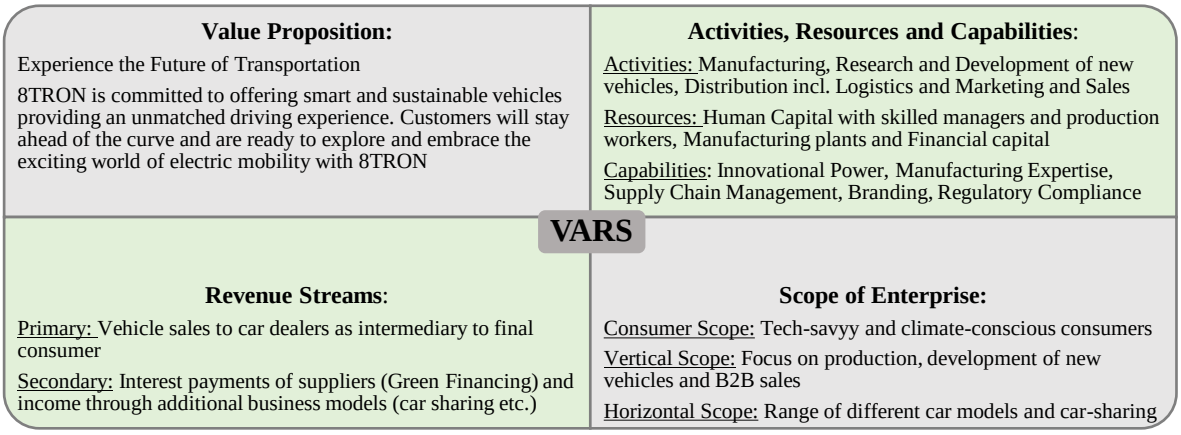


Figure 6*:* VARS analysis of 8TRON *(own illustration)*

Finally, the aspirational perspective of strategy regarding mission and vision of 8TRON provided clarity on the company's purpose and goals. According to the vision statement "8TRON leads the way towards a sustainable future by revolutionizing transportation through smart and sustainable mobility solution.". To fulfill this statement the mission was derived as "to deliver innovative electric vehicles that combine cutting-edge technology, style, and sustainability, while simultaneously driving the global transition towards electric mobility by being a trusted partner and minimizing environmental impact."

1.2.3 Strategy Implementation and Realized Strategy

Strategy implementation is the pivotal process of translating plans into action to achieve desired outcomes by encompassing the efficient and effective execution of decisions and key processes, which ultimately determines the success of an organization (Miller 2020). Ahead of the operations, the overall initial strategy was set as a guiding principle for all departments, while each director in its respective role, was required to set own objectives to fulfill it.

With the strategic focus on e-mobility, 8TRON eased the transition to EVs, by launching a hybrid model in year 1 to grasp consumers interested into the green future of vehicles, while simultaneously leveraging on combustion vehicles to increase its budget for planned investments. In accordance with the initial strategy, electric vehicles were then continuously

developed and rolled-out in a staging process by considering customer preferences in the three regions (*see Table 1*). The elimination of combustion vehicles in Q19 marked 8TRON's dedication to its sustainable future. This resulted in zero fleet emissions and a sustainability rating which, increased from 2.10% to 80.30% (*see Graph 1*). All investments possible into sustainable practices, such as the acquirement of a car sharing venture were additionally committed, strengthening the position on the market.

During the operations of the business, the strategy was adjusted accordingly to react to market changes. Acting agile, with the possibility to quickly adapt, provides companies the opportunity to significant performance improvement with positive effects on the customer satisfaction and operational performance (Wouter et al. 2021). A major strategic misstep taken by 8TRON was especially due to the misalignment of the developed EVs with the given consumer preferences. The goal was to have a differential strategic approach with technologically advanced cars for the mass market, focusing on consumers seeking affordability. 8TRON encountered challenges in their strategic approach by initially differentiating itself as a premium brand with expensive cars and therefore targeting only a small portion of the market. This strategy was impacting the sales of the vehicles, as 8TRON was overestimating the demand for their vehicles, with a high inventory of 113k unsold cars in Q15 (*see Graph 2*). It became apparent that the car sales stagnated, while factories were not fully utilized and fixed costs rose due to empty production lines. Considering these observations, 8TRON recognized the necessity to recalibrate its strategy, shifting its focus towards catering to the previously defined mass market to become a market leader. By introducing EVs tailored to the needs of this market, 8TRON successfully managed to recuperate from the downturn in car sales and reignited their path to sustainable growth.

1.3 Human Resources Analysis

Human resources management (HR) refers to the management and utilization of the

workforce within an organization (Noe et al. 2017). In the following section, insights into specific aspects of HR at 8TRON will be given, including workforce planning, compensation strategies, training and development programs and the importance of employee satisfaction.

1.3.1 Workforce Planning and Recruitment

Workforce planning is a fundamental aspect of organizational management, aimed at ensuring the optimal alignment of individuals possessing the requisite skills and qualifications with appropriate positions, at the opportune time, to achieve organizational objectives (Nemfakos et al. 2013). It involves a systematic approach covering the identification, acquisition and retention of employees to effectively address the organization's needs (Noe et al. 2017).

Emmerichs, Marcum and Robbert (2004, 31) have therefore designed a four-step process to approach workforce planning. The first step to consider is the strategic intent of each business unit of the firm based on the desired outcomes, to carefully examine the impact on workforce requirements. At 8TRON it is essential to differentiate between two kinds of employee groups first. On the one hand, HR considered the factory staffing of the existing and projected new production plants, while on the other hand the management team of the functions Sales, Operations, Marketing and HR were specifically hired for each car model offered. To consider the required factory employees to produce each car model, a close collaboration with Operations was necessary. The strategic intent for operations was to fully utilize the personnel to ultimately maximize the sales of cars, while HR set a goal that the workload limit should not exceed 105%, as higher percentages are possibly impacting the motivation of the workers, leading to employee-initiated contract terminations.

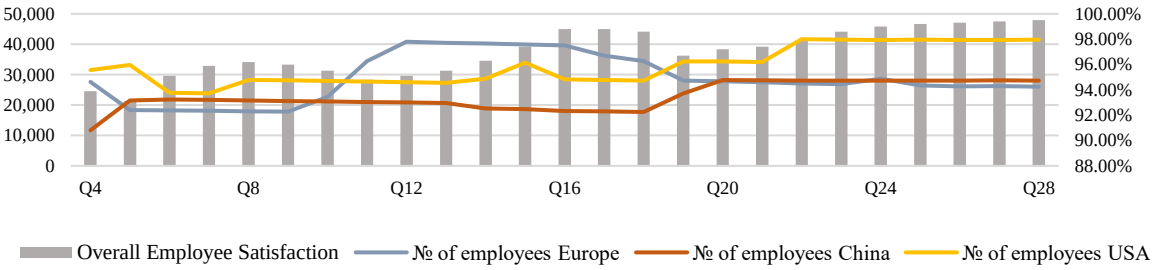
The recruitment of the management team has been primarily guided by the second step, which focuses on the right characteristics of employees. By attracting top talent with the skills fitting to the position filled, faster and correct decision-making processes are initiated

(De Smet et al. 2019). According to this rationale, newly hired managers, were selected according to their current knowledge to further advance the success of the firm. Over the course of 8TRON's operations all skills were gradually increased (*see Table 2*).

Furthermore, it is essential to additionally consider the diversity of the workforce. A positive correlation between higher innovative power and the diversity of a team concerning the country of origin, career path, industry background and gender has been confirmed and thereby exhibits the necessity for 8TRON in its EV transformation to foster a diverse workforce (Lorenzo et al. 2017). To fulfill the objective, the management teams, were therefore selected and composed based on gender and ethnicity. Thereby 8TRON increased its diversity ratio from 28% in Q5 to 42% in Q28, with an equally balanced proportion of both genders in management positions (*see Table 3*). In the USA, General Motors has been appraised for their actions towards becoming the most inclusive company in the automotive industry, which is positively impacting their business results.

In the third step, a gap analysis between the existing supply of factory workers and the desired supply was considered, with distinct car models requiring a different amount of personnel (*see Table 4*). As a responsible employer a hiring and firing strategy according to the needs of Operations was only planned in alignment with the long-term allocation of car models in specific regions, avoiding possibly damages to the image of the employer brand. Junça Silva and Dias (2022, 11), have shown in their study that the corporate reputation of a company on the labor market significantly influences the application rate. This implied for 8TRON that only major restructurings and reorganizations in the production facilities triggered major layoffs to close personnel surplus gaps. In Q5 and Q6 first lay-offs were initiated, as a shift of car production to Chinese factories was required due to consumer preferences, which was negatively displayed in the employee satisfaction. From Q19 on, only hiring initiatives due to the rising demand of the EVs were conducted and a stable workforce in all three regions

was created. Although this implied additional personnel costs, as not every quarter all employees were fully utilized in assembling the EVs, a positive impact on the employee satisfaction was noticed. From this quarter on the negative trend in satisfaction ceased and continuously increased from 96.7% to 99.5%. Artz and Kaya (2014, 2880), have evidently shown this rationale in their study, where employees who perceive their employment as secure are statistically more inclined to express greater job satisfaction compared to those who perceive the future of their role as uncertain.



Graph 3: Hiring and Layoffs – Correlation with Employee Satisfaction

Finally in the fourth step, necessary policies to develop, motivate and reward employees are created, which will be discussed in the following sections.

1.3.2 Compensation

One factor to be managed by HR is compensation, used to reward and motivate employees, which involves various elements like base salary, bonuses and non-monetary rewards, enhancing employee satisfaction and driving improved performance (Milkovich et al. 2004, 2). To achieve a fair compensation, both employee groups at 8TRON received salary adjustments. The factory workers' salary was altered according to the predicted workload, compensating for additional working hours and therefore reducing negative impacts on the overall motivation of the employees (*see Graph 4*). The management team's compensation was, besides the motivation, especially adjusted according to the skill level of each individual employee. Those higher skilled employees received a proportionally higher wage, reflecting their ability to add more value to the firm. Overall, the management salary was averaging at

$126,768 in Q4 and rose to approximately $234,949 in Q28, an increase of 85.3%, while the overall management skill level has seen a growth rate of 141.2% (*see Graph 5*).

Wages are continuously rising due to anticipated inflation, with the Volkswagen AG (2022) having recently increased salaries by 8.5%. Thereby 8TRON exhibits a generally fair payment to its management team and displays necessary salary adjustments due to economic changes in the future. Furthermore, a socially highly discussed issue, the gender pay gap, in alignment with the SDGs is examined. As an example, the luxury OEM Bentley has publicly committed itself to an equal payment for both genders, but due to the underrepresentation of females in leadership roles, males still have on average 6.4% more earnings at the UK-based firm (Bentley Motors 2022). At 8TRON, female managers earned on average 17.7% less than male managers (*see Table 5*), indicating room for improvement. This reflects average US numbers on this issue, which have not improved in the last two decades (Aragao 2023).

1.3.3 Training and Development

Training and development are further vital aspects of HR management, focusing on enhancing employee knowledge and skills. It involves planned activities and policies to improve performance and adapt to changing environments, such as the transitioning to EVs. By providing trainings, the problem of resistance towards this change, arising from the workforce can be significantly reduced (Edmonds 2011, 352). Due to the lack of 8TRON's management knowledge regarding sustainability and its strategic importance, an initiative to provide sustainability development was initiated, which prioritized managers planned to work on the launch of EVs. Until the final quarter all managers have received this training, ending with an average skill level of 8.77 out of 10. Research has shown that sustainability training has a significant effect on the economic performance of firms and therefore represents a positive return on investment (Birou, Green and Inman 2019, 300). To further support this initiative, concepts of Green Human Resources Management were applied, by

creating and implementing sustainability policies which ultimately promote "the sustainable use of resources within organizations and, more generally promote the causes of environment sustainability" (Marhatta and Adhikari 2013).

1.4 Marketing Analysis

The subsequent analysis will thoroughly examine the marketing strategy and further provide insights into three of the four Ps (Product, Price, Promotion, Place) of the marketing mix.

1.4.1 The Segmentation-Targeting-Positioning Process (STP)

The segmentation is using the previously defined strategic objectives and examines several segmented consumer groups. Demographic segmentation considers basic factors of the consumer e.g., age and income, but neglects differences in personal lifestyle (Lin 2002, 250). The behavioral segmentation therefore involves understanding the customer behavior by discerning their preferences and perceived benefits of eco-friendly automotive solutions, closely connected to customer trends analyzed for the initial strategy (Lin 2002, 250). 8TRON defined four segments, which included the Urban Eco-Advocates, Tech Explorers, the Casual Observers and the Performance Enthusiasts (*see Figure 7*).

Based on this, the targeting 8TRON was required to select the most promising segments, by estimating their market potential. 8TRON followed a multisegmented marketing approach, similarly to Volkswagen, by offering different car models to certain targeted segments. Axsen, Bailey and Castro (2015, 198), emphasized that consumers' preferences heterogeneity in the EV-market, either demonstrates a strong environmental consciousness or a keen interest in technology. Thus, the two segments of Tech Explorers and Urban Eco Advocates were chosen as main targets in this analysis.

Finally, the positioning refers to the way consumers perceive a product in relation to its competitors within the market. Corporations aim to establish a unique and recognizable image that differentiates their offerings from those of rival companies in the minds of

consumers (Ries and Trout 2001, 9). Brands have become increasingly part of the consumer's self-expression, thereby confirming their social status (Amaldoss and Jain 2005, 1465). Apart from functioning as an outward sign, brands also play a role in shaping and validating a consumer's self-image and sense of identity, which is where 8TRON was aiming at (Chernev et al. 2011, 67). By defining its positioning 8TRON established a brand image, which according to the targeted customers, focused on conveying a modern, youthful and up-level lifestyle image, in accordance with their values of consciousness and sustainability. Figure 8 below depicts a positioning map of 8TRON in the automotive market.

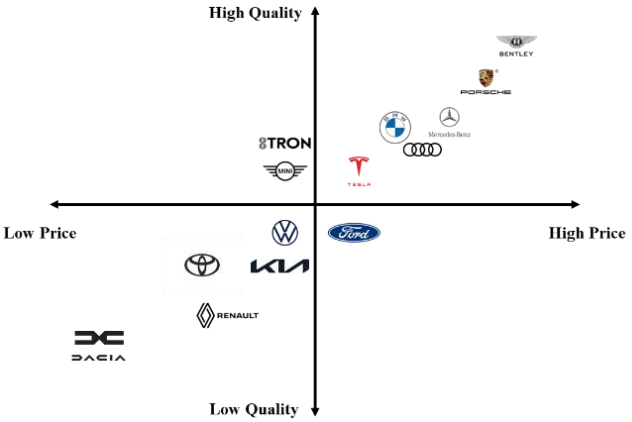


Figure 8: Positioning Map of 8TRON with real-life competitors *(own illustration)*

One of the main competitive players in the "lifestyle" spectrum is the brand MINI, which is focusing on a target audience who is drawn emotionally to its allure of fun, independence and sportive distinctiveness (Simms and Trott 2006, 232). Although 8TRON planned to position itself in a similar market, it differentiated itself, with a special brand focus on the environmentally friendly and innovative features.

1.4.2 Product

To effectively manage the product portfolio, Cooper, Edgett and Kleinschmidt (1999, 349) have shown that prioritizing projects according to predefined strategy objectives, is yielding superior results than a sole focus on financial indicators such as projected profitability or return on investment (ROI). 8TRON decided to fully shift away from combustion vehicles,

while focusing on two main EV product lines with a higher product mix depth (Compact and Convertible), which reduces production costs, with cars based on the same technological platform. Three support EV product lines (Luxury, Business and Micro), complemented the breadth of products, having made the overall brand prone to the highest market share of 32.7% in Q28 (Moreno and Terwiesch 2017, 265). Notably the cars were tailored according to consumer preferences, varying in the different regions. Thus, while urbanization is considered a global phenomenon, its effects are significantly higher in Europe and China than the US, offering 8TRON the possibility to exploit market opportunities with its compact and micro line (Ritchie and Roser 2018). Finally, by applying the BCG Matrix, a portfolio management framework, to 8TRON's final product mix it became evident that its compact models were the cash cows, with steadily high market shares, binding consumers to the brand with entry level cars (*see Figure 9*).

1.4.3 Pricing

To successfully drive the sales of 8TRON a strategic pricing approach was chosen, which included the three pillars of value-based pricing, reflecting differences in customer value, proactive strategies, anticipating competitive or operational disruptions and a profit-driven focus prioritizing 8TRONs earnings (Nagle and Mueller 2018, 10). The car industry is heavily reliant on customer loyalty by binding their customers to their brand and triggering repurchases (Devaraj, Matta and Conlon 2001, 425). 8TRON's value-based approach harnessed the power of pricing to create a symbiotic relationship where customers perceive the value of their purchase as commensurate with their attachment to the brand, leading to averagely 11% to 17% higher prices than the competition. On the other hand, the estimated days of inventory (DOI), affected initially the pricing, indicating the decreased demand for combustion vehicles, leading to the lowering of prices to sell off expiring models. Competitive moves were equally considered and lead to dynamically adjusted pricing to

secure 8TRON's position in the market. A profit-driven approach requires close examination of the gross margin achieved, which assesses a company's gross profit after costs of goods sold in relation to its revenues (BDC 2023). This key metric has shown volatile signs, increasing from Q4 to Q28 from an average of 40.34% to 48.65% (*see Table 6*). The margin-volume tradeoff is exhibited exemplary by the Electron Elite, which profit-wise performed under par between Q15 and Q20, due to the temporary lowering of prices, which inversely supported to boost sales and demand (*see Graph 6*), a method 8TRON regularly used.

1.4.4 Promotion

Promotional activities at 8TRON included marketing expenditures for each car model which inhibited the use of Point-of-Sale promotions, print campaigns, TV campaigns to build brand awareness and drive demand. While nowadays, most marketing activities shifted to the digital world, higher engagement rates with traditional campaigns are breaking through the digital clutter (Moormann, Ryan and Tavassoli 2022). To successfully introduce EVs, Plananska (2020, 8), demonstrated that specific information including the website of the car brand and objective car news in print media are key success drivers of adoption. Especially since charging availability and superior pricing are still hindering consumers to purchase an EV (Secinaro et al. 2022, 409). 8TRON's goal was to primarily allocate marketing expenditures according to the product's lifecycle. Advertising effectiveness tends to be crucial during early phases but diminishes as the product progresses through its lifecycle (Parsons 1975, 479). This strategy was conducted for the Electron X, as steady revenues were generated in its mature phase, with a minimum of marketing activities, while the Electron Elite has shown that with generally higher marketing expenditures, an increase in final sales in interaction with price reductions is achieved (*see Graphs 7 and 8*). Finally, in Q12, a product placement (expected ROI = $5.56M) in a movie did not boost revenue, possibly because the movie's audience didn't match 8TRON's target market (*see Graph 9*).

1.5 Final Remarks

All business functions are intricately connected to drive corporate success and cannot work in isolation. While each of the operating functions in the business simulation pursues its distinct goals and objectives, it is imperative that they collectively align with and contribute to the overarching goals of the organization set by the strategy function, outlining the direction and aspirations of the company, which guided 8TRON into a green future.

By examining the HR function, its role as a key enabler of 8TRON's ecosystem became apparent. In alignment with Operation's production requirements, it supported with recruiting activities for the demand of skilled and diverse personnel and ensured they remain motivated and fairly compensated to ultimately deliver high quality products.

Marketing, with its pulse on customer needs, had the power to turn the strategic ideas into revenue for the firm by dynamically adjusting promotional and pricing activities according to the competitive environment. The information specifically pertaining to consumer preferences, additionally emerged as indispensable for the Innovation's development of new electric vehicles projected to elicit the highest demand. This data then also served as a baseline for Operations, by regionally allocating the production of vehicles.

Finally at all times all functions necessitated a seamless collaboration with the Finance department. Every investment decision made, whether in the context of launching a new automobile model, pricing changes or employee sustainability trainings hinged upon the current financing portfolio available at the time.

In essence, the holistic understanding of these organizational dynamics reinforces the notion that an organization's strength lies in their seamless collaboration and alignment towards shared objectives. 8TRON's core competency was its agility with a sense of shared responsibilities across all functions. Thereby the company was able to swiftly adapt to market changes and successfully transformed into an EV market leader.

2 Personal Reflection

2.1 Introduction

The BiP program is designed to simulate the real-life situation of working together in a team, which has been composed of individuals who are unfamiliar with one another and consequently exhibit a variety of character traits. Thereby team dynamics add another challenging factor to the transformation of the business, with team collaboration becoming increasingly complex due to groups being more diverse, dispersed and dynamic than ever before (Haas and Mortensen 2016, 72). To succeed effectively as a team, (Katzenbach and Smith 1993, 85) have identified in their team performance curve the optimal composition of individuals referred to as a "real team" (*see Figure 10*). By having complementary skills, shared equal commitment and mutual accountability for a common purpose, goal and working approach, an essential foundation for team effectiveness and positive performance impact can be achieved (Katzenbach and Smith 1993, 87) .

Personal growth of an individual member is a likely outcome of collaborative teamwork, as the exploration of novel concepts through interactions with colleagues possessing diverse experiences becomes possible (Cianni and Wnuck 1993, 106). While teams encounter difficult situations and challenges during their activities, insights into critical incidents offer the possibility to further understand personal actions and behaviors.

In the following sections two of these incidents, involving myself, will be analyzed. The first incident is examining issues in my trust development and cultural differences, while the second incident focuses on a different approach to conflict management and my tendency towards perfectionism. By describing both situations and examining my personal and my team's reactions according to academic concepts from behavioral science, a comprehensive analysis is provided. Finally, each incident will be used to assess potential personal learning and development outcomes and a joint conclusion is given.

2.2 First Critical Incident

2.2.1 Description of the Incident

One component of the BiP program involved engaging in a roleplay to secure a new customer for our company, 8TRON. As only three team members were required to take part in the pitch, I, along with two additional members of the group, volunteered to design a suitable logo for the company and craft a concise PowerPoint presentation that would showcase our EV roll-out plan. During the creation process, it became evident that I was unintentionally put into the lead of this task with me creating both elements, since we used my personal laptop. Initially, my two colleagues demonstrated support by contributing ideas and offering feedback on the progress of my work. However, following a long day of simulation practice, their interest in the creation of the presentation quickly waned and their efforts became primarily focused on engaging in casual conversation amongst themselves. Subsequently, a decision by these members was made to continue the work remotely. In addition, the group failed to reach a consensus regarding a fair distribution of tasks or the establishment of a specific deadline. As a consequence of this I made the independent choice to complete the work on my own without the involvement of my peers. Although I did inform my team members of my decision, a reaction to this notification was noticeably absent. On the subsequent day, it became evident that they held the belief that the task could have been accomplished as a collective action that morning, while my effort of the previous day seemed indifferent to them.

2.2.2 My Internal Response

From my perspective, I felt a strong sense of frustration throughout the incident. The procrastination of the task by some team members left me feeling irritated, as it indicated a lack of commitment. With this roleplay being the first activity impacting the performance of our business during the simulation, I experienced a feeling of distrust towards my two

colleagues, since only limited initiative to work on this task was shown by them. As I worked alone on this presentation, I couldn't help but feel isolated. In the end, the combination of frustration, resentment and isolation made me question to what extent I can rely on my peers for further upcoming tasks.

2.2.3 Past Experiences influence Trust Development

With previous experiences of the free-riding phenomenon in group environments, where members of a team enjoy the advantages of group membership without contributing proportionally to the efforts associated with providing those benefits, it became troublesome that my colleagues' disinterest in the support and consequently a threat to the success of the project would persist (Albanese and Van Fleet 1985, 244).

Trust serves as a vital element in fostering strong interpersonal relationships within organizations, particularly in uncertain environments where critical decisions must be made under pressure and with limited information at hand (Lencioni 2002, 195). Admittedly, before the incident occurred, a sense of friendly and sympathetic connection had been established among all group members, laying the foundation for initial trust development. This form of trust can be categorized as an affective type, rooted in emotional connections and positive feelings towards one another (Lewis and Weigert 1985, 972).

As the incident unfolded and the seriousness of this pitch became more apparent, my thoughts reverted to previous issues, shifting towards a cognitive approach to trust. This perspective entails a reliance on past experiences, knowledge and rational assessments to gauge the credibility and reliability of others, which thereby restricted me to further rely on my colleagues who have disappointed me in that moment (Lewis and Weigert 1985, 970). Even more, it has been demonstrated that in business relationship lifecycles, affective trust is crucial early on, however, its significance decreases in a matured phase and cognitive trust dominates (Dowell, Morrison and Heffernan 2015, 126). Finally, Breuer et al. (2020, 13),

have shown in their research of perceived trustworthiness, statistically significant antecedents of building trust inside of teams in a work setting. One of the main team-related abilities required to trust one another is the proactivity of a group member (Breuer et al. 2020, 16). This behavior has been clearly missing from my perspective and is a possible explanation for my reaction.

2.2.4 Cultural Differences play a Pivotal Role in Collaboration Efforts

When collaborating with groups composed of a diverse cultural background, different teamwork attitudes are an additional underestimated obstacle (Taras et al. 2021). The presence of team members from two different countries, namely me from Germany and two others from Portugal, underscores the importance of recognizing and appreciating cultural differences. Hofstede (2001, 29) has defined six cultural dimensions, that can explain differentiated behaviors in the working environment. A possible explanation of acting on my own, rather than involving my colleagues can be given by the dimension of the extent of individualism and collectivism. This influences the perception of roles and responsibilities within a group (Wagner 1995, 153). In Germany, individualism prevails and one may therefore prioritize personal goals and autonomy over collective efforts (*see Figure 11*). This cultural trait may have influenced me to focus more on individual tasks and autonomy, potentially leading to a lack of engagement or commitment to fulfil this task as a group. The Portuguese culture has, in contrast to most European countries, a significant tendency towards collectivism, emphasizing interdependence and close collaboration (Hofstede Insights 2023). In this context, Portuguese team members might have been more inclined to work together and feel a stronger sense of responsibility toward the group's success.

2.2.5 Bias Awareness and Delegation Skills emerge as Learning Objectives

In the team dynamic clinics, I discussed this issue with my group and was resonated with mixed understanding for my point of view. By reflecting separately, after this open dialogue,

it became apparent to me that my reaction to the situation was solely handled from my limited perspective, which imply two different lessons learnt for me, especially now moving forward in my career, possibly encountering similar team situations.

Firstly, my judgement on the situation was mainly based on a quick assumption of missing dedication and I was not considering all the facts involved, especially cultural differences but also long-term implications of my action towards isolated activities. This revelation highlighted the importance of engaging in reflective practices and thereby being aware of my own biases and assumptions. Especially in an international context it will be essential for me to develop more knowledge of intercultural intelligence, meaning that I must strive to enhance my capacity to understand, appreciate and adapt to diverse cultural perspectives and behaviors (Earley and Mosakowski 2004, 146). Moreover, cultivating cultural competence will empower me to navigate new and unknown complex situations with sensitivity, thus avoiding hasty judgements and making more informed decisions that will benefit the entire team and organization (Thomas and Inkson 2009).

Secondly the incident also shed light on the necessity of effective delegation policies and goal setting within the team. Misunderstandings and miscommunications can easily arise when team members are not on the same page and without a specific goal, which then leads to disruptions in the collaborative process (Locke and Latham 2013). Aspiring for a future leadership role myself, I see the necessity to learn how to delegate by setting fixed goals and timelines for the tasks to others. This requires me to accept failure in any case the delegated task is not fulfilled to my satisfaction (Finkelstein 2016). Delegation additionally enhances the creativity process, as in the case of the presentation (Grabner and Speckbacher 2016, 41). Furthermore, Hoegl and Parboteeah (2003, 13) find evidence in teams reliant on innovative behaviors, such as this business simulation, that setting specific goals is positively correlated with teamwork quality, thereby impacting the results of a task.

2.3 Second Critical Incident

2.3.1 Description of the Incident

In my role as the Chief Human Resources Officer (CHRO) in the business simulation, close collaboration with other departments became important due to the pronounced impact of their decisions on my department's operations. Notably, my interactions with the Chief Operations Officer (COO), who managed the production facilities, held particular significance as his actions directly influenced the required factory staffing and consequently recruitment and lay-off measures. However, this collaborative relationship encountered challenges and conflicts during the initial two decision years.

Frequent discussions were held with the COO to assess the potential impact of his ideas on my HR department throughout the decision-making process. Despite promptly raising my concerns and point of views, the COO remained focused on pursuing his objectives, sometimes overlooking the interests of my HR department, making it complicated to achieve an agreement. Moreover, he then displayed a tendency to change his strategies late into the overall decision-making process, introducing uncertainty and complexity for me with the decisions by almost every other executive already completed. Consequently, I found myself under internal pressure to swiftly adapt to each decision made by the COO and ensure appropriate judgement for my department's affairs in each quarter in a short amount of time. This made it challenging for me to plan effectively for my department, resulting in me budging to his strategies and adapting my decisions accordingly.

2.3.2 My Internal Response

In response to the incident, I experienced an internal conflict based on three pillars. Firstly, I perceived the behavior of the COO as an unfair distribution of authority in the decision-making process. In addition, these ad-hoc actions were creating a sense of uncertainty and this state of mind further compounded my overall stress during the simulation, making it

difficult to anticipate the best course of action. Finally due to this pressure, I felt the fear of disappointing my team, by making decisions, I would have had closely examined with more time at hand. In my pursuit of a harmonious and cohesive team dynamic, I refrained from informing the COO about my discontent regarding our collaboration issues.

2.3.3 Clash of Personality Types and Impact on Conflict Management

During the leadership sessions, each group member discovered their personality profile, which indicates and categorizes ones' character traits into four different personality types. Our team was composed of every personality type, although I was the only team member to be classified as "Earth Green" according to the Insights Discovery Profile. A Green personality aims to be liked and to maintain harmony with all group members. Furthermore, all decisions taken are carefully considered and focused on creating a balanced environment for everyone (Discovery 2023). My counterpart was categorized as "Fiery Red", the exact opposite personality, which exhibits signs of controlling behaviors and pragmatic decision-making. Typically, high performing teams require a composition of individuals that exhibit different personality characteristics, which in the best case complement each other (Winsborough and Chamorro-Premuzic 2017).

While diversity has its advantages, it can also hinder conflict resolution in a team. Research differentiates two types of conflicts, one of which is the task conflict, apparent in this incident. This arises due to the emergence of differences towards a specific work-related action (Humphrey et al. 2017, 60). Conflicts in organizational settings can be handled from different approaches, as shown by Rahim (1983, 369) who proposed five conflict management styles, which include competing, collaborating, compromising, avoiding and accommodating. I identify as an introverted person and I am therefore statistically unlikely to approach and actively engage in a conflict (The Myer-Briggs Company 2023). A study by Ayub et al. (2017, 682) has additionally shed light on the impact of the "Big Five personality

traits" of a person predicting conflict engagement. While this model does not fully correspond with the Discovery Insights measurement, agreeableness, a trait I possess, is one of the major predictors of not going into a dispute. Obliging or in other words agreeing to another person's activity rather than engaging in a conflict to fight, is also an explanation for the increased stress I experienced. Friedman et al. (2000, 52) have shown in an experiment, that while this behavior decreases the personal stress as no conflict regarding the personal relationship between me and the COO can emerge, it increases the work stress, as I weaken my own ability to assert my interests. Overall, my behavior therefore contributed to the second dysfunction of a team, the fear of conflict as described by Lencioni (2002, 188).

2.3.4 Perfectionism and Bilateral Expectations

While slightly contradictory to the personality type identified above, an issue in my own behavior is my tendency for perfectionism. While perfectionism can arise from the person itself, striving for the best results in every task, looking back, this behavior does not appear when I am individually occupied with a task. I therefore learned that my perfectionism is classified as the socially prescribed form. This arises when individuals are facing pressure to achieve perfection because they believe that significant others hold extremely high standards for them to meet (Hewitt, Flett and York 1991, 457). Although it was never directly outspoken in the team, there was the feeling that high quality is expected from every single member, as our goal to succeed and win this simulation was clear after achieving the first positive results. In the case of this incident, this led to the feeling of the fear of failure, as I was not able to meet the standards I wanted to. Conroy, Kaye and Fifer (2007, 241) noted that this type of perfectionism correlates with a specific type of fear, whereas team members could lose interest in me due to disappointment, which leads to self-neglect and a lack of self-affirmation. Additionally, it makes me even more hostile and hinders me from speaking my voice, which was evident in this critical event.

In retrospective I asked myself what I expect from my peers in group settings. In this case I also had expectations regarding the quality of other's work but more specifically for me the adherence to our predefined values was from equal importance, but I never made my peers aware of this. From my point of view, the decision-making process requires fairness, especially when working in a shared leadership team. This leadership approach promotes distributed decision-making and collective responsibility among all team members (Bergman et al. 2012, 20). While teams can predefine values, every single member of a team differently prioritizes certain values in their action, based on how they perceive these values in their personal life. Equality though has been proven to be a strong predictor for team effectiveness and should therefore be inhibited by every team member (Glew 2009, 687).

2.3.5 Assertiveness and Resilience can strengthen Performance

Reflecting on this incident, led to two different conclusions for my personal development. While I always believed that avoiding a situation can be a wise approach to prevent complications, conflicts remain unresolved and possibly continue to negatively affect the situation. It is noted by Lencioni (2002) that teams avoiding healthy conflict will fail to achieve growth or results. In a task conflict, improved performance of the team is feasible but only when no avoidance approach is adopted (Jordan and Troth 2002). This highlights to me the importance of open communication. As a result, I stepped out of my comfort zone to address the issue with the COO and actively sought common ground, which I could have done earlier. This experience has compelled me to recognize the significance of strengthening my assertiveness skills to navigate similar situations more effectively in my future career. Despite my personality type, I should be aware that assertive communication is about standing up for one's interests while respecting the interest of others, to negotiate and finally achieve a win-win solution (Sims 2017, 179).

Finally, to overcome the fear of disappointing others as noted before, I need to clearly

identify and clarify my personal values and align my actions with them to further build my self-confidence in decision-making. Thereby I can reduce the influence of external interference. Fearing failure will hold me back in my career and I am eager to work on this issue, by embracing resilience, by using possible failures and setbacks as learning and growth opportunities for myself.

2.4 Connecting the Dots: Critical Incidents and Peer Assessment

Throughout the examination of the two critical incidents, a comprehensive exploration of team dynamics and personal growth has yielded invaluable insights. To establish a connection between these incidents, their impact on my development and external opinions, a thorough examination of the assessments provided by my peers becomes beneficial.

Firstly, across most assessment categories (*see Figure 12*), the team has consistently rated me above my own self-assessment. This finding indicates that my perception of myself might not fully encompass the breadth of capabilities and strengths I possess. Openly seeking feedback from future group members and colleagues and continuously reflecting on my actions will help me understand myself better and make me more confident in interacting with a team. Secondly, when analyzing the team contribution factor and the corresponding modest rating by my peers, a profound reflection of significant discoveries from the critical incidents, such as trust issues and conflict avoidance, emerges, as I held myself back. Although throughout the BiP program, I overcame obstacles and already ventured in small steps beyond my comfort zone, this experience has shown me that I need to seek more discomfort, reduce overthinking and focus myself future-oriented. This journey of self-discovery has highlighted the importance of better understanding the perspectives and attitudes of myself and of others. As I embark on my future as a management professional, I aim to leverage these valuable insights to foster a harmonious and productive team dynamic, where open communication and mutual support flourish, leading to collective success.

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4 Appendix

Figures

Figure 1: VRIO Analysis as of Q4 *(own illustration)*

	V	R	I	O	
Capability	*Is it valuable?*	*Is it rare?*	*Is it difficult to imitate?*	*Is company organized around it?*	*Competitive Advantage*
Manufacturing Facilities and Production Capacities	✓	✗	✗	✗	Competitive Parity
Skilled Workforce	✓	✗	✗	✗	Competitive Parity
Financial resources available for investments	✓	✓	✗	✗	Temporary Advantage
Innovational power to develop new vehicles	✓	✓	✓	✗	Unused Competitive Advantage
Brand awareness and loyalty	✓	✓	✓	✓	Competitive Advantage

Figure 2: SWOT Analysis of 8TRON as of Q4 *(adapted from IndustryMasters Simulation 2023)*

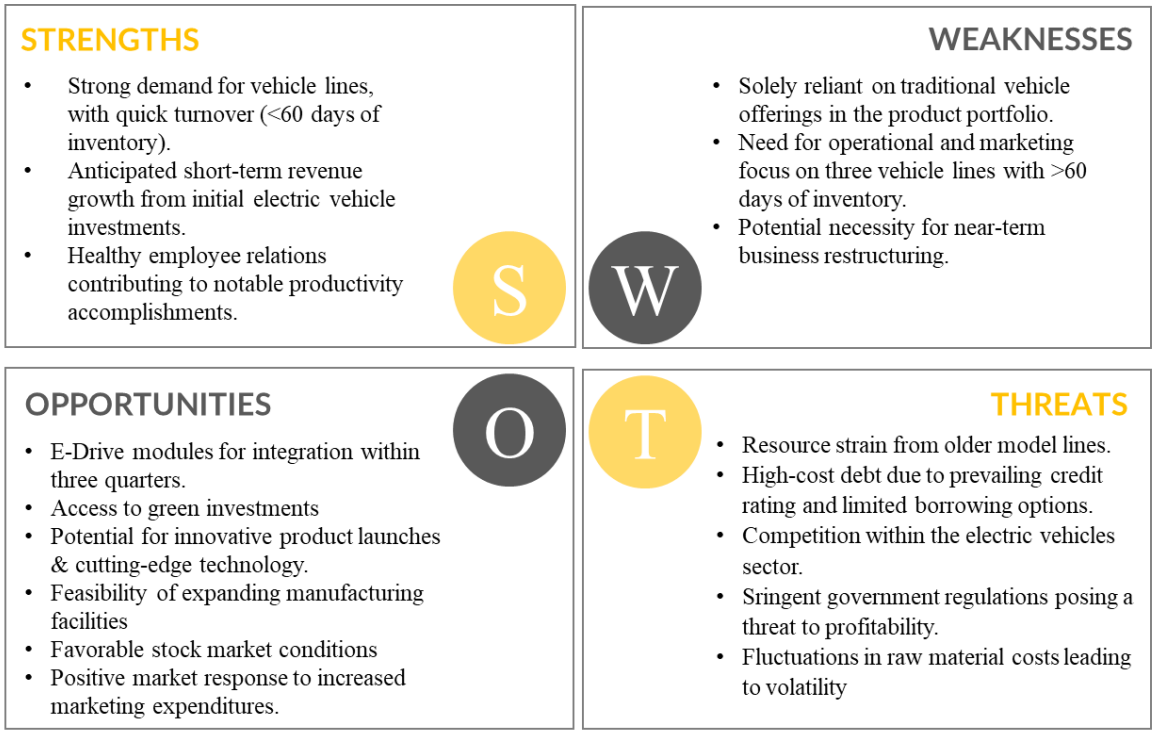


Figure 3: Porter's Five Forces as of Q4 *(own illustration)*

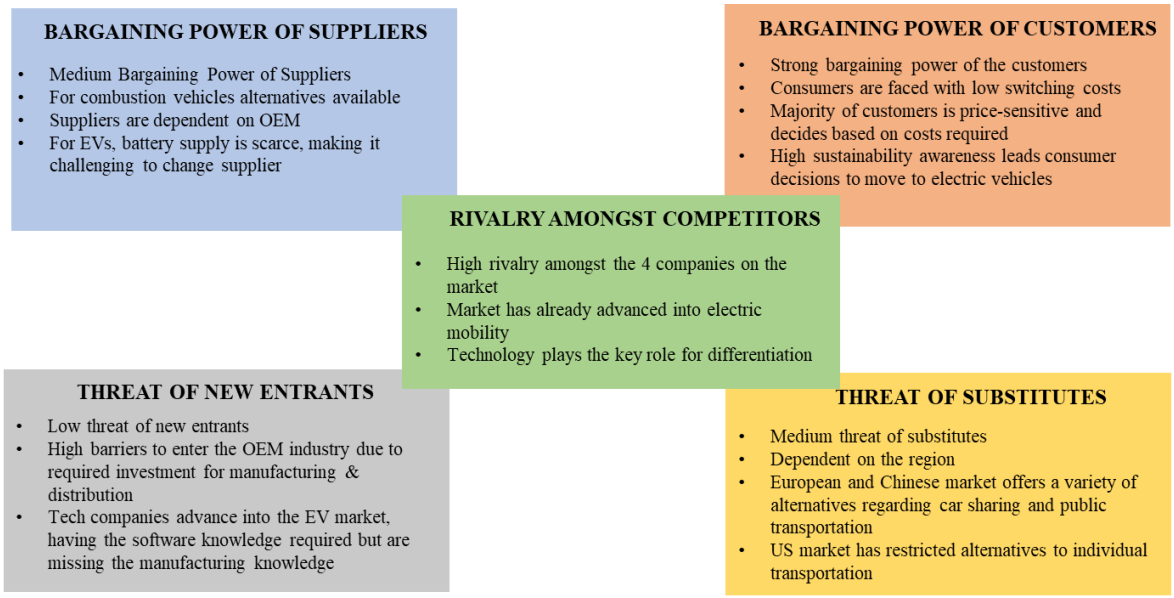


Figure 4: PESTEL analysis as of Q4 *(de Sousa and Castañeda-Ayarza 2022); (own illustration)*

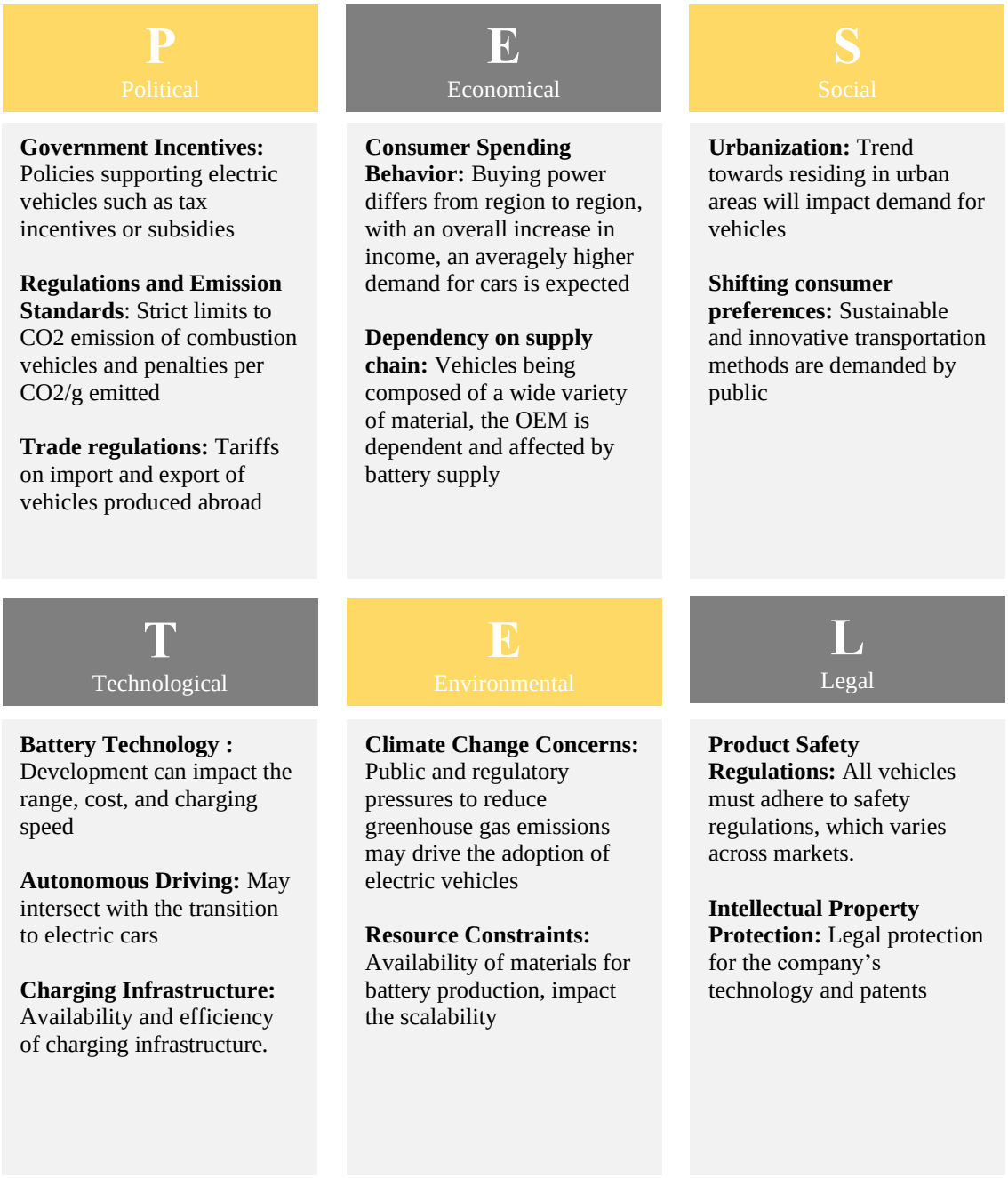


Figure 5: United Nations (UN) Sustainable Development Goals (SDG) in alignment with 8TRON's strategy *(United Nations 2015); (own illustration)*

UN SDG Goal	8TRON's corresponding activities
 Attain gender parity and enable the empowerment of women and girls.	• **Diversity hiring:** While skills are most important recruitment factor, **ethnicity, gender, age and educational backgrounds** were considered to enhance inclusion of everyone
 Foster sustainable economic expansion, provide full employment and decent work	• Creation of **sustainability policy** and sustainability awareness **training** • **Fair payment** according to market and economic changes • **Responsible sourcing of suppliers** and fostering of transparency along the supply chain
 Promotion of inclusive and sustainable industrialization and fostering of innovation	• **R&D investments** in connectivity, electrification and autonomous driving • Development of electric vehicles **with 0% greenhouse gas emissions**
 All actions related to fight climate change and further impacts	• Transition to **electric vehicles** to **100%** (completed in quarter 19) • Investment to **reduce all CO2 sources** of the company (Scope 1, 2 and 3) • Acquirement of **car sharing venture** (promotes the decreased use of individual vehicles)

Figure 7: Identification of segments as part of STP process *(own illustration)*

Figure 9: BCG Matrix for 8TRON as of Q28 *(BCG 2023);(own illustration)*

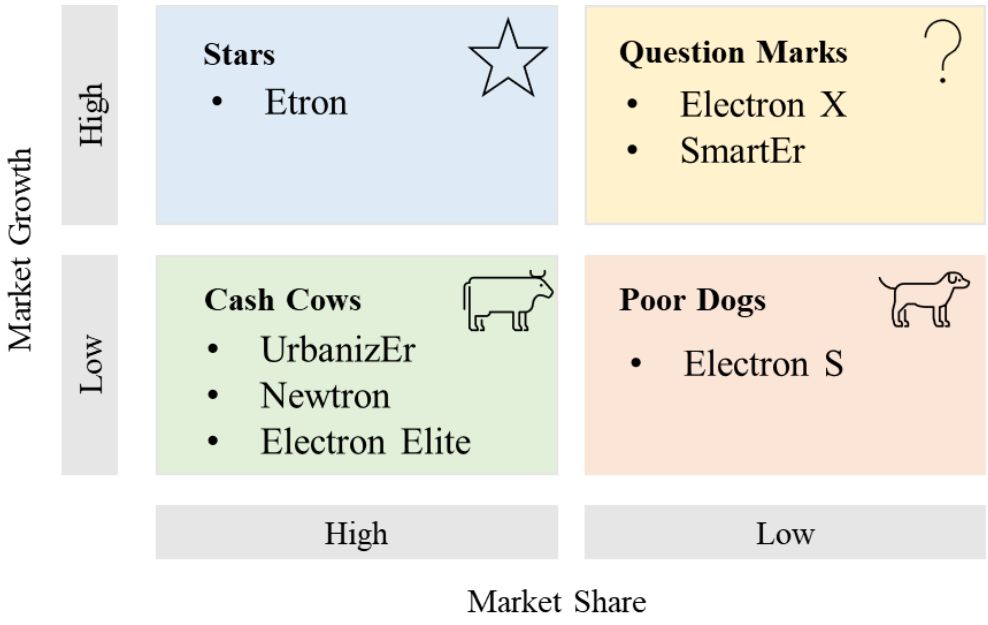


Figure 10: Team Performance Curve *(Katzenbach and Smith 1993)*

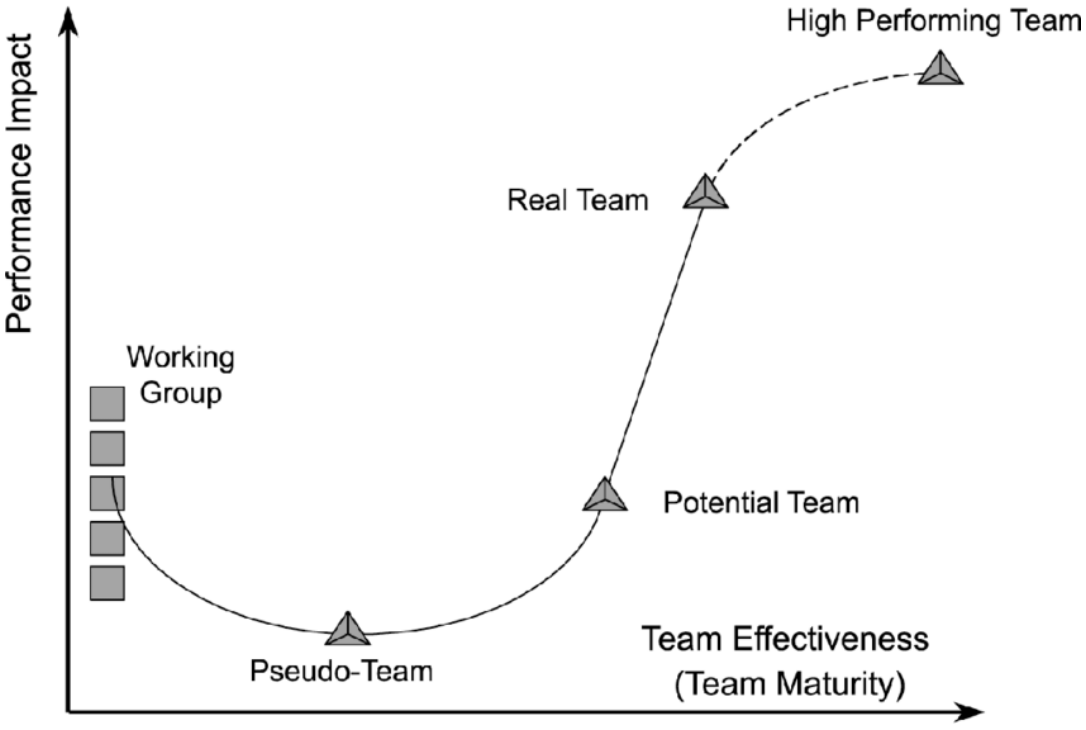


Figure 11: Hofstede Insights - Germany vs. Portugal *(Hofstede Insights 2023)*

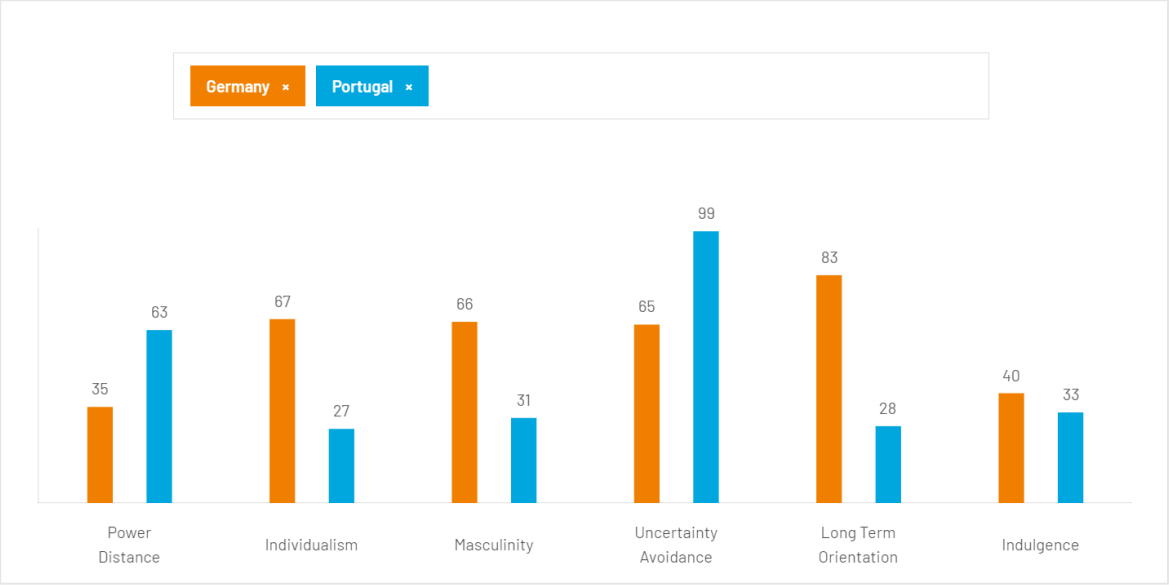
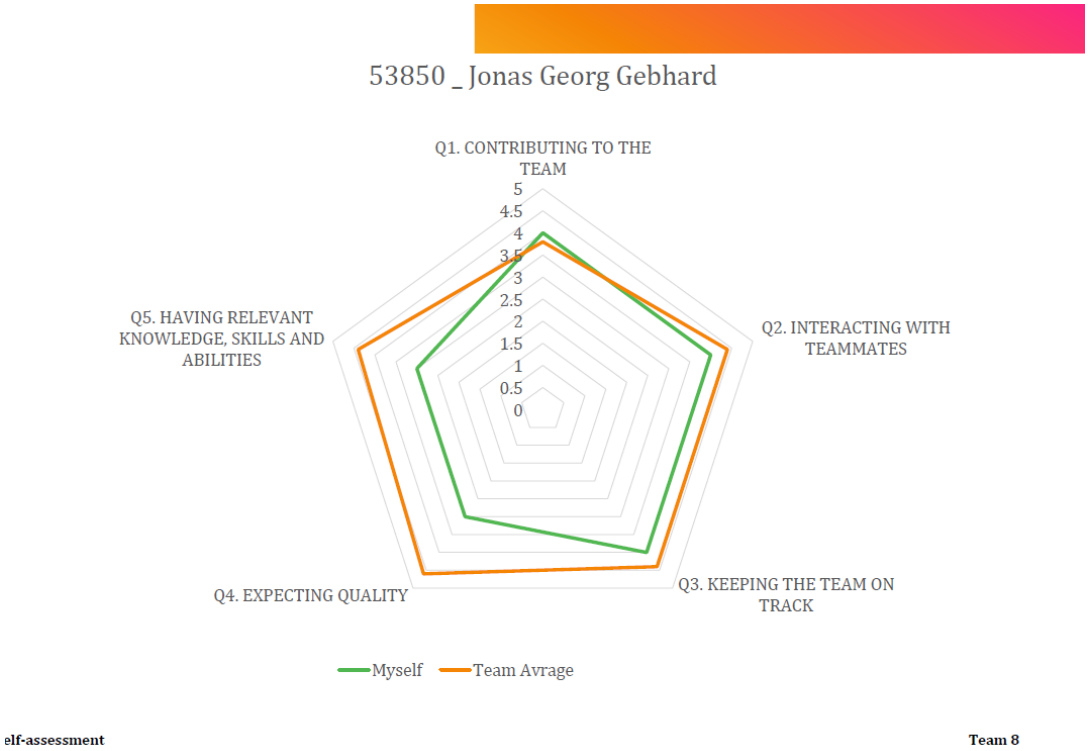
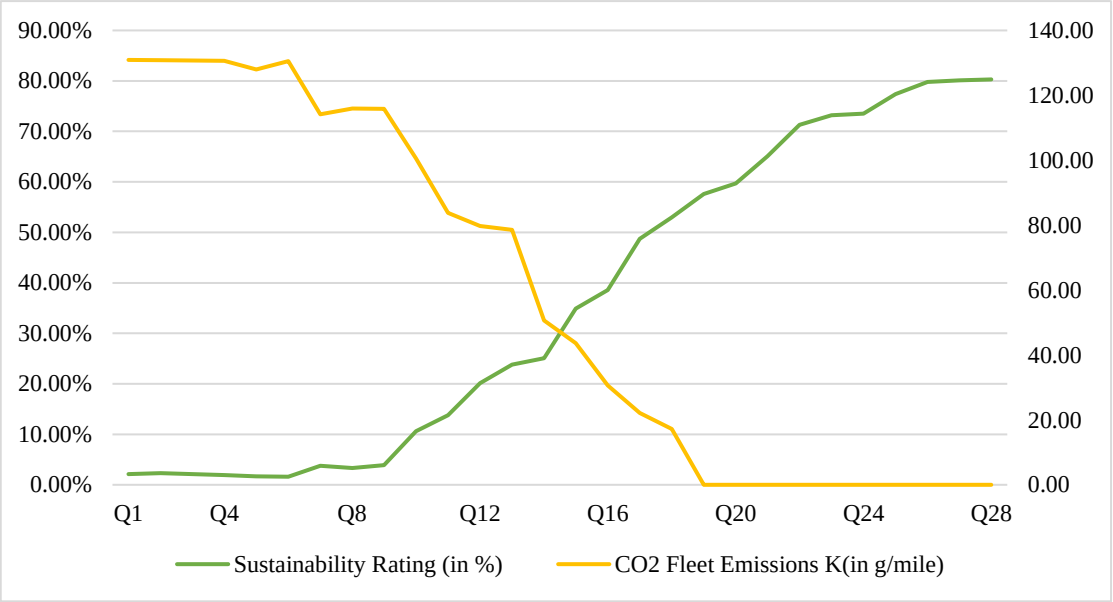


Figure 12: Peer Assessment Result *(Business in Practice 2023)*

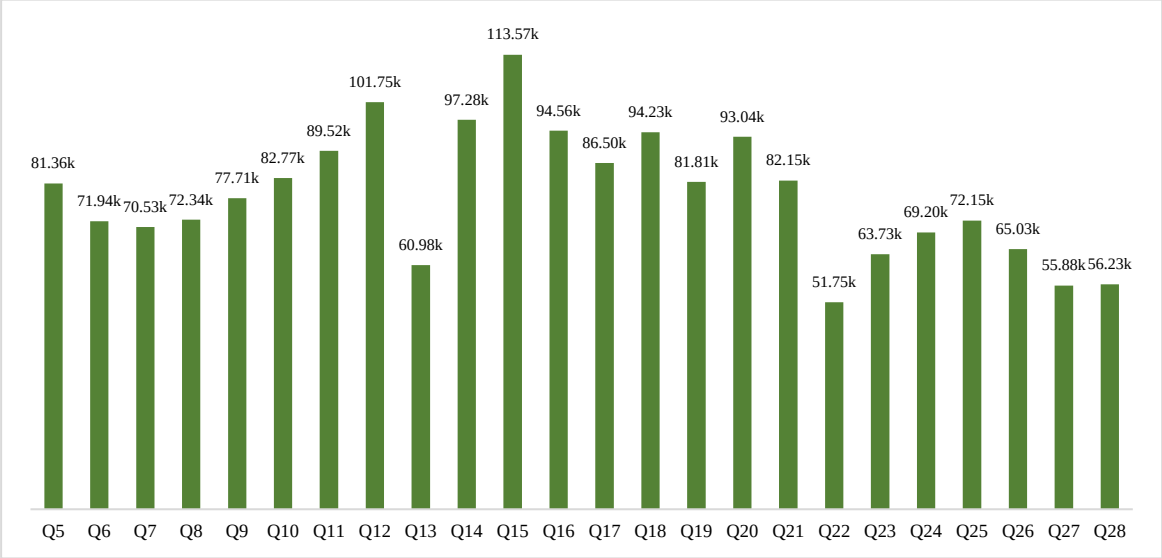


Graphs

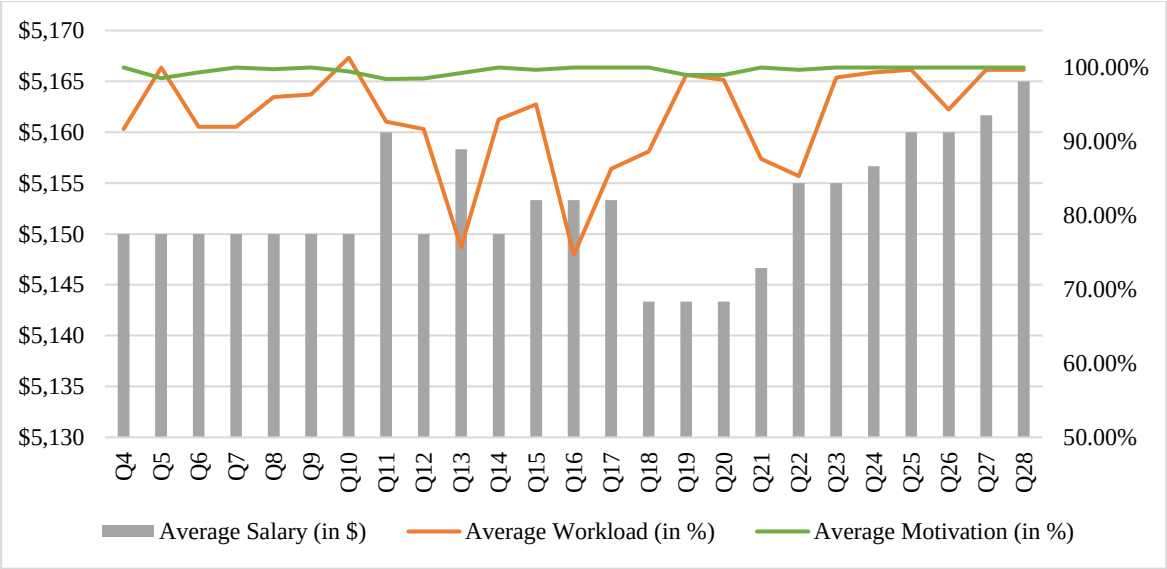
Graph 1: Sustainability Figures



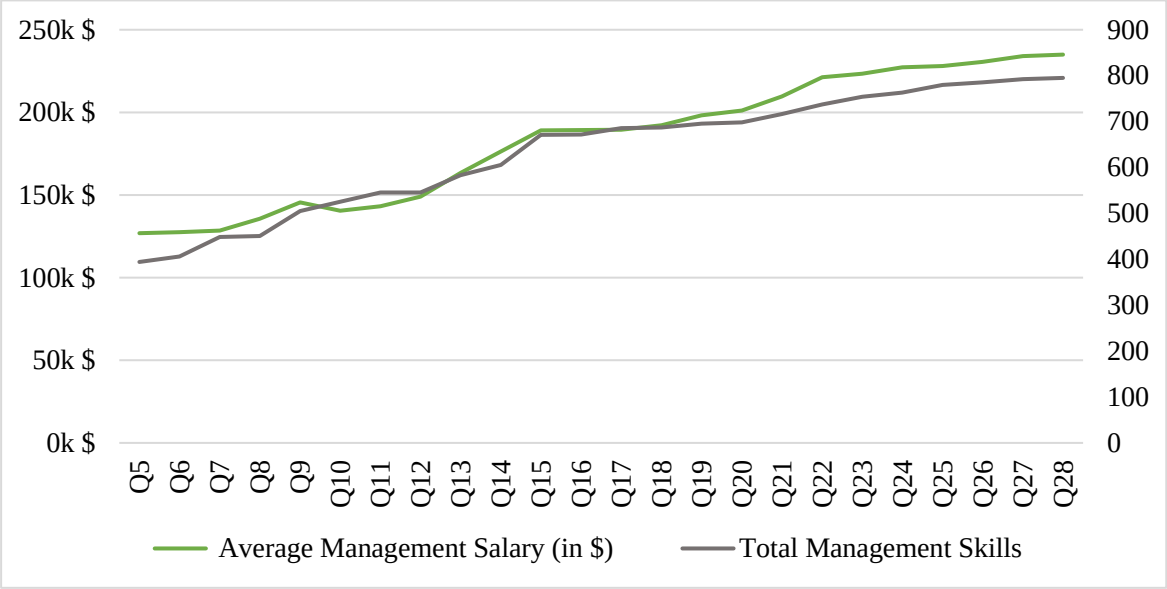
Graph 2: Inventory Figures for each quarter



Graph 4: Relationship Workload, Salary and Motivation

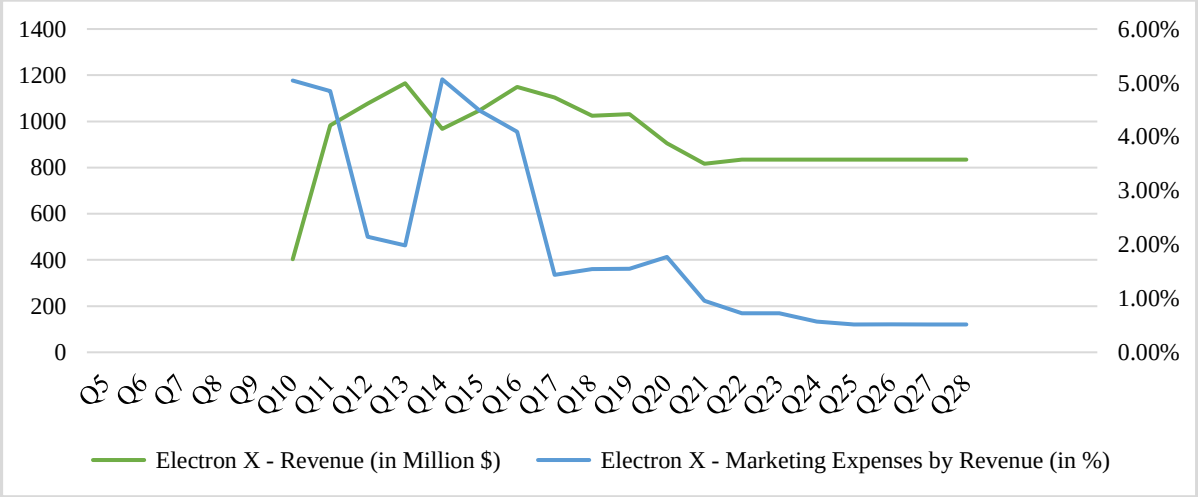


Graph 5: Skill Levels and Management Salary

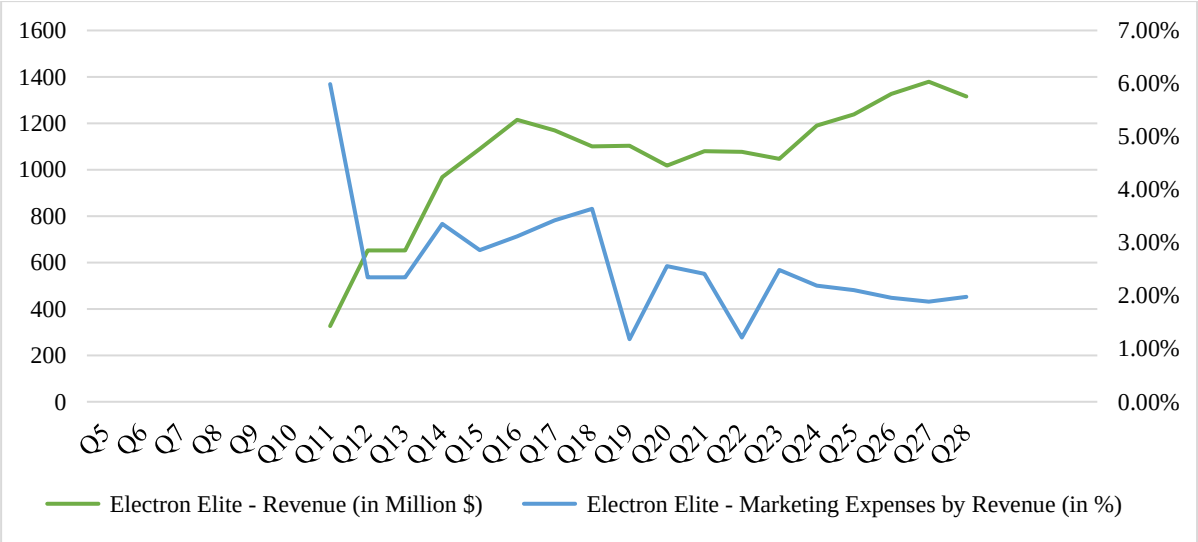


Graph 6: Margin Volume Tradeoff (Electron Elite)

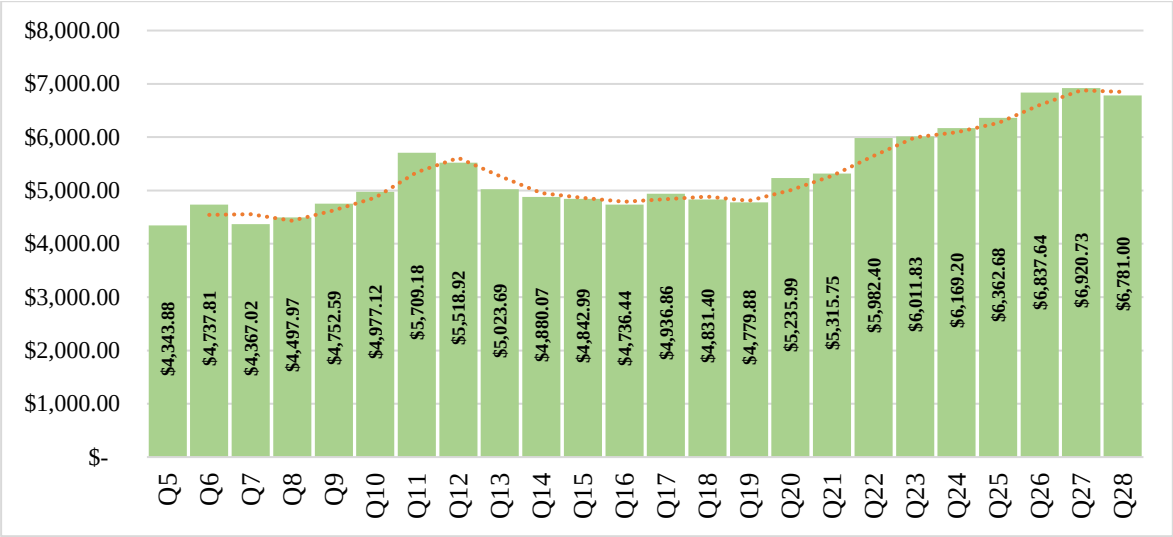
Graph 7: Marketing Expenses in relation to Revenue (Electron X)



Graph 8: Marketing Expenses in relation to Revenue (Electron Elite)



Graph 9: Overall Revenue of 8TRON (in Million $)



Tables

Table 1: Launch, Sales and Discontinuation of vehicle models

	Year 1					Year 2				Year 3				Year 4				Year 5				Year 6			
Car Models	**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**
4x4 100D	**Sales**					**Discontinued**																			
Air 135G	**Sales**													**Discontinued**											
Biz 135D	**Sales**													**Discontinued**											
City 75G	**Sales**															**Discontinued**									
Lux 225H	**Sales**															**Discontinued**									
Urban 75H		**Development**	**Launch**	**Sales**												**Discontinued**									
Electron X				**Development**	**Launch**	**Sales**																			
Electron Elite					**Development**	**Launch**	**Sales**																		
SmartEr								**Development**	**Launch**	**Sales**															
Newtron											**Development**	**Launch**	**Sales**												
UrbanizEr													**Development**	**Launch**	**Sales**										
Electron S													**Development**	**Launch**	**Sales**										
Etron																**Development**	**Launch**	**Sales**							

Table 2: Management Skill Levels

Management Skills	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28
Consumer Behavior	39.46	41.54	50.78	53.5	54.23	55.36	58.1	60.04	62.04	62.28	66.12	68.3	70.29	70.58	69.35	71.11	72.27	72.1	73.99	74.85	76.84	78.3	78.5	78.7
Component Purchase	31.22	31.35	31.44	31.44	31.79	33.64	34.82	35.25	35.69	35.8	36.84	36.85	37.22	37.15	36.47	34.61	35.19	35.6	35.74	35.84	36.3	36.51	36.7	36.8
Business Know How	38.82	39.92	41.19	41.72	41.57	45.21	46.47	46.83	46.84	46.4	48.26	48.91	49.78	49.78	49.49	49.61	50.46	50.21	51.08	51.72	52.26	52.89	53.1	53.39
Automotive Technologies	47.71	49.11	51.71	52.46	52.28	53.28	55.06	53.01	53.86	53.96	54.94	55.37	56.21	56.21	56.25	56.51	59.63	59.23	61.55	61.9	62.6	63.12	63.34	63.5
Sustainability	30.41	30.46	39.2	30.69	82.32	82.2	88.79	87.11	117.95	140.61	177.55	179.61	183.62	184.26	199.58	202.83	205.36	227.06	232.01	235.94	241.17	241.47	244.74	245.43
Product Engineering	9.21	10.09	10.53	10.63	10.66	12.57	13.28	11.25	11.62	11.89	12.34	12.24	12.63	12.73	12.67	12.63	14.69	14.89	16.16	16.37	17.1	17.3	17.5	17.6
Marketing Expert	41.46	43.51	48.52	50.05	50.58	50.7	51.08	51.28	51.67	51.43	53.09	53.43	54.6	54.63	54.01	54.8	55.59	55.82	56.36	57.12	58.19	58.99	59.5	59.5
Interpersonal Skills	49.31	50.63	51.82	52.25	52.62	53.28	54.65	56.76	58.28	58.3	60.09	60.42	61.32	61.42	61.31	61.4	62.42	62.14	63.54	64.2	65	65.41	65.9	66
Industry Connections	2.56	2.69	2.9	3.1	3.26	8.73	10.54	11.05	11.05	11.25	12.08	12.29	12.8	13	12.64	12.81	14.93	15.16	16.41	16.82	17.5	17.65	17.9	18.39
Ergonomics	23.12	23.71	27.74	28.74	28.82	30.23	30.97	33.19	34.05	34.15	37.73	39.13	39.84	39.99	39.41	40.12	40.36	40.13	40.99	41.19	42.05	42.35	42.66	42.89
Domain Expertise	39.82	39.35	39.4	39.4	39.71	40.36	40.72	40.81	40.95	40.74	41.47	41.75	41.93	41.82	40.96	39.67	40.38	40.8	40.69	40.79	41.3	41.4	41.6	41.6
Distribution	22.12	22.28	27.08	28.34	28.34	28.26	28.9	26.69	26.75	26.55	38.13	30.03	30.74	30.62	29.6	28.21	29.99	28.94	29.79	29.58	30.62	31.02	31.2	31.2
Customer Experience Expert	18.94	21.35	26.38	28.1	28.71	31.39	32.34	32.48	32.47	32.01	32.46	33.16	34.5	34.64	33.44	34	34.78	35.13	35.9	36.92	38.6	39.2	40	40.1
Total	**394.16**	**405.99**	**448.69**	**450.42**	**504.89**	**525.21**	**545.72**	**545.75**	**583.22**	**605.37**	**671.1**	**671.49**	**685.48**	**686.83**	**695.18**	**698.31**	**716.05**	**737.21**	**754.21**	**763.24**	**779.53**	**785.61**	**792.64**	**795.1**

Table 3: Diversity Figures – Management Personnel

Diversity Figures	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
No. of Males	15	15	15	16	16	16	19	19	19	19	18	18	18	18	18	18	17	17	17	17	17	17	17	17	17
No. of Females	11	11	11	14	14	14	15	14	15	15	15	16	16	16	16	16	16	17	17	17	17	17	17	17	17
Total	26	26	26	30	30	30	34	33	34	34	33	34	34	34	34	34	33	34	34	34	34	34	34	34	34
Female Ratio	42%	42%	42%	47%	47%	47%	44%	42%	44%	44%	45%	47%	47%	47%	47%	47%	48%	50%	50%	50%	50%	50%	50%	50%	50%
Diversity Ratio	37.20 %	37.20 %	37.20 %	37.20 %	37.20 %	37.70 %	37.50 %	37.50 %	38.70 %	38.70 %	37.50 %	38.0 %	38.0 %	38.0 %	38.0 %	42.50 %	37.0 %	38.60 %	39.40 %	42.0 %	42.0 %	42.0 %	42.0 %	42.0 %	42.0 %

Table 4: Overview - Car Models

Car Models	Type of car	Engine Type	Autonomous drive	Connectivity	Range	Factory employees required
4x4 100D	SUV	Diesel	n/a	n/a	n/a	10416
Air 135G	Convertible	Gasoline	n/a	n/a	n/a	10914
Biz 135D	Business	Diesel	n/a	n/a	n/a	7476
City 75G	Compact	Gasoline	n/a	n/a	n/a	5375
Lux 225H	Luxury	Hybrid	n/a	n/a	n/a	17791
Urban 75H	Compact	Hybrid	n/a	n/a	n/a	6565
Electron X	Convertible	Electric	Level 1	Level 1	Extra Long	13840
SmartEr	Micro	Electric	Level 1	Level 2	Medium	5040
UrbanizEr	Compact	Electric	Level 1	Level 1	Short	6355
Electron Elite	Business	Electric	Level 1	Level 2	Extra Long	9024
Newtron	Compact	Electric	Level 2	Level 3	Medium	6595
Electron S	Convertible	Electric	Level 1	Level 1	Short	10405
Etron	Luxury	Electric	Level 2	Level 3	Extra Long	17408

Table 5: Gender Pay Gap as of Q28

Gender Pay Gap - Q28	Male	Female	Difference in % and $
Individual Salaries per Mgmt employee	$ 426,352.00	$ 263,716.00	-17.73%
	$ 365,297.00	$ 247,527.00	
	$ 286,796.00	$ 247,520.00	
	$ 275,739.00	$ 238,873.00	
	$ 270,258.00	$ 228,306.00	
	$ 270,258.00	$ 221,433.00	
	$ 220,561.00	$ 221,428.00	
	$ 215,135.00	$ 220,561.00	
	$ 192,952.00	$ 219,508.00	
	$ 191,125.00	$ 219,443.00	
	$ 181,823.00	$ 215,042.00	
		$ 210,823.00	
		$ 208,867.00	
		$ 205,820.00	
		$ 196,754.00	
		$ 194,824.00	
		$ 121,838.00	
Average Management Salary	**$ 263,299.64**	**$ 216,604.88**	**$ 46,694.75**

Table 6: Gross Margin (in %)

Car Models	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28
4x4 100D	41.37%	34.05%	34.52%	34.20%																				
Air 135G	41.12%	47.21%	44.75%	47.83%	48.90%	48.97%	44.63%	41.94%	41.46%	44.11%	45.30%													
Biz 135D	32.54%	32.54%	35.58%	43.31%	45.64%	47.05%	46.91%	46.98%	41.03%	39.42%														
City 75G	41.63%	46.80%	48.35%	48.85%	49.22%	49.22%	49.40%	49.37%	40.29%	42.08%	45.66%	40.79%	47.18%	49.91%										
Lux 225H	45.22%	45.27%	45.28%	41.87%	44.94%	45.99%	45.96%	42.54%	44.81%	44.95%	41.91%	42.97%	43.62%	44.26%										
Urban 75H			43.20%	48.07%	49.49%	50.03%	50.01%	50.08%	47.83%	49.49%	48.50%	47.52%	43.43%	47.48%										
Electron X						37.29%	40.82%	40.97%	41.13%	42.29%	42.69%	39.43%	30.84%	34.94%	36.76%	44.05%	39.37%	44.89%	47.09%	47.22%	47.64%	44.92%	46.77%	47.66%
Electron Elite							24.74%	30.46%	32.55%	39.19%	38.33%	30.83%	32.82%	35.93%	34.05%	38.73%	40.36%	39.33%	40.39%	40.50%	40.94%	41.14%	41.87%	43.61%
SmartEr										34.41%	39.33%	38.38%	39.38%	40.73%	42.47%	43.11%	43.48%	41.41%	42.87%	45.27%	45.66%	46.82%	50.80%	50.99%
Newtron													35.93%	42.54%	43.76%	43.93%	44.11%	39.26%	43.63%	44.72%	46.24%	47.53%	48.78%	49.37%
UrbanizEr															39.09%	43.80%	45.02%	40.17%	43.59%	48.45%	49.87%	50.67%	51.16%	51.23%
Electron S															38.61%	43.24%	35.36%	39.02%	46.58%	48.59%	50.11%	45.19%	46.80%	49.97%
Etron																		42.62%	46.51%	46.71%	45.87%	47.17%	44.26%	47.70%
Average	40.38%	41.17%	41.95%	44.02%	47.64%	46.43%	43.21%	43.19%	41.30%	41.99%	43.10%	39.99%	39.03%	42.26%	39.12%	42.81%	41.28%	40.96%	44.38%	45.92%	46.62%	46.21%	47.21%	48.65%