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BUSINESS IN PRACTICE

ANALYSIS OF A CAR MANUFACTURING COMPANY IN THE ERA OF
SUSTAINABILITY AND ELETRIFICATION, AND A PERSONAL REFLECTION ON
JOURNEY AS A MEMBER OF MANAGEMENT TEAM

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Abstract

This thesis explores eMotion's adaptation to the disruptive automotive industry, focusing on its transition to a fully electric vehicle manufacturer. Responding to trends like urbanization, electric mobility, and autonomous driving, eMotion expanded its product portfolio and strengthened its market position. Success was driven by cross-department collaboration and performance alignment. The project highlights effective marketing in building brand equity, HR's balance of workforce management and costs, and eMotion's commitment to sustainability through a triple bottom line approach. The personal reflection covers key leadership lessons, adaptability, teamwork, and areas for future personal growth.

Keywords

Business Simulation, Business in Practice, Business Management, Business Strategy, Team Dynamics, Cross-Functional Management, Reflective Practice, Leadership Development, Automotive Industry, Electric Vehicles, Sustainability, ESG, Innovation, Electrification, Green Mobility

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1. Firm Analysis

1.1 Introduction and Review of the Company

The automotive industry is undergoing a profound transformation as it moves towards sustainability and electrification. Across Europe, more than 65 % of new cars sold are expected to be fully electric by 2030 (McKinsey 2024). This shift is largely driven by increasing environmental concerns and the evolving demands of contemporary consumers (Audoin et al. 2023). This master's thesis aims to provide a comprehensive analysis of eMotion, a car manufacturing company striving to lead this transition.

eMotion stands at the cutting edge of the automotive industry's movement toward sustainability and electrification. The company's vision is to become the leading innovator in electric car manufacturing, with an approach designed to meet urbanization and environmental challenges. Central to eMotion's strategy is the development of small city cars, aiming to meet the demand for more sustainable and flexible solutions, provide alternatives to large combustion cars, and adapt to regional preferences (SAP 2021). This strategic foresight includes anticipating future regulations, mainly CO₂ emission targets for both cars and vans set at 0 g CO₂/km in 2035 (European Parliament 2019), positioning eMotion to thrive in a future-oriented market.

This section will discuss eMotion's performance and decisions over six business years with a main focus on three critical functions: Strategy, Marketing, and Human Resources (HR). Each function will be analyzed comprehensively, with comparisons to real companies incorporated throughout to illustrate best practices and support the analysis. The discussion will highlight the central role of sustainability in each function, demonstrating how it is at the core of eMotion's overall business strategy. The section will conclude with a summary of key ideas and insights, along with reflections on the lessons learned from this in-depth examination of eMotion's strategic approach.

1.2 Strategy Function

Having a strategy when starting our firm was essential. It provided direction, efficient resource allocation, and a competitive advantage. It helped us manage risks and adapt to changes laying the foundation for sustainable growth and success (David et al. 2022).

Competition in the Car Industry – Porter’s Five Forces

We leveraged Porter's Five Forces to gain a comprehensive understanding of the automotive industry and its profit potential (M. E. Porter 1979). *The threat of new entrants* is low due to high capital requirements and technological barriers. Currently, around 11 major car manufacturing groups, including Toyota and Volkswagen, dominate the market, leaving limited room for new entrants. These groups have established economies of scale and extensive R&D capabilities (Gomes 2024). *The bargaining power of suppliers* is moderate due to the high demand for specialized components used in EVs, giving suppliers some leverage (Hebisch, Wild, a Herbst 2022). Large manufacturers e.g. Volkswagen engage in strategic partnerships (vertical integration - development of battery cell technology) and mitigate this power, allowing them to manage supply costs effectively and maintain production efficiencies (Volkswagen AG 2023). *The bargaining power of buyers* has increased, as consumers now demand omnichannel experiences, hyper-personalized services, and sustainable options (McKinsey 2020). The industry's transition to offering complete mobility solutions and services, as seen in companies like Michelin (connected mobility), reflects the growing buyer influence (Michelin 2023). *The threat of substitutes* is moderate. Alternatives such as shared mobility services, walking, cycling, and public transportation are viable options for consumers. However, leading automotive firms e.g. Volkswagen are joining forces with firms like Ecobat (the world’s largest recycler of batteries) to invest in lithium-ion battery recycling facilities and infrastructure, enhancing their products' appeal and reducing the attractiveness of substitutes (Ecobat 2024). *Industry rivalry* is extraordinarily high. The need for continuous innovation and

adaptation to trends like EVs and autonomous driving propels fierce competition among major groups or independent players like Tesla and BYD. While Tesla relies on the Supercharger network, Chinese carmaker NIO has built a working network of 2 400 power swap stations on the highways in China (Zhang 2024). Managing internal competition can be challenging for full-line producers such as Ford who serve all the market segments. They must strategically differentiate their vehicles to minimize cannibalization (Chandrasekaran, Tellis, a James 2022).

Strategic Blueprint - eMotion's Vision, Mission and Values

Our vision was to *drive the future of mobility by pioneering sustainable and innovative automotive solutions that enhance the quality of life and contribute to a cleaner, greener planet.*

Our mission was to become a global leader in EV technology and renewable energy solutions, setting a new standard for all stakeholders, underpinned by our core values: *Innovation, Sustainability, Customer Focus, Collaboration, Excellence, and Responsibility.*

In the short term, our strategy focused on portfolio management, employee development, and investments. We discontinued combustion engine cars, hired skilled employees while letting go of underperformers, increased marketing efforts, and invested in sustainability and innovations to build a portfolio of opportunities to boost the transition (Galp 2024).

Our long-term strategy aimed to establish us as a fully electric manufacturer, inspired by Tesla. Production was strategically located to consider tariffs and consumer preferences. We focused on market segmentation by offering one affordable City car/eMicro and one Business/4x4/Sport model in each region. The goal was to maintain a small but highly innovative portfolio of around six models worldwide and develop economies of scale (Barulli et al. 2020).

Business Model Canvas

Osterwalder's (2013) Business Model Canvas guided us in developing eMotion's model (**Figure 1**). Unlike traditional business plans, the BMC facilitated structured, strategic discussions on desirability, viability, and feasibility, and helped us move beyond product-centric thinking.

External Analysis - PESTEL

We used the PESTEL analysis to understand the current state of Industry 4.0 in the automotive sector and external macro-environmental factors that were impacting our organization (Sonntag, Mehmman, a Teuteberg 2021). *Politically and legally*, our decision to transition from combustion engines to EVs enabled us to benefit from new environmental regulations, securing a \$20 bonus per car with emissions below 95g/mile throughout Q4 - Q13. Economically, the rise of China as a major E-car manufacturer in Q4 prompted us to build the first new factory there to establish ourselves in emerging markets further, followed by more factories opening. Additionally, when the US imposed 100% trade tariffs on Chinese EVs, we began producing in both regions to mitigate export costs and maintain a 1% price discount for Asia and the Americas, anticipating further trade war and supply-chain shocks (Q6). *Technologically and environmentally*, we invested in advanced battery recycling technologies in Q14. However, our initial joint venture for charging infrastructure proved to be a critical mistake, revealing that we should have built our own network to support the growing EV market effectively (Q17). *Socially*, the economic recession in Q24 caused a sharp decline in consumer confidence and disposable income, leading us to close factories, lay off staff, and adjust production to deal with reduced demand, which we managed successfully.

Internal Analysis - VRIO

Understanding sources of sustained competitive advantage became a major focus of our research, guided by Barney's (1991) Resource-based view, leading us to identify and name *key organizational resources*. In Scope 1 Production, we allocated \$1.1 billion to support resource

management by reducing water consumption, minimizing waste, and cutting CO2 production emissions by 64%. This investment not only improved our ecological footprint but also helped us achieve ISO 14001 EMAS standards (ISO 2015). In Scope 2 Energy, we achieved an 83% reduction in CO2 energy emissions through investments in energy-efficient system technologies, and solar panels. These measures aligned with UNSDG and GRI frameworks, promoting transparency and global sustainability standards (United Nations 2024). For Scope 3 Supply Chain, we reduced CO2 supply chain emissions by 59% through carbon offset schemes, battery recycling programs, and fostering sustainable practices with our suppliers, supporting a circular economy (Dror and Vahle 2021). In addition to these investments, eMotion explored new green financing options, enhancing our capital structure and reducing capital costs. This shift increased our Green Capex Ratio from 0 to 59% and our Green Capital Ratio from 0 to 91%, leading to a cumulative CO2 bonus of \$703.70M and eliminating emissions penalties since Q13. We also invested in building new factories to expand production, ending up with a record-high number of 12 factories. Our workforce, equipped with advanced skills 75 in sustainability and 30 in digital was another crucial resource driving our success.

Transforming resources into *key organizational capabilities*, such as Learning and Innovating, allows for change. Some organizations have valuable resources but fail because they lack the capability to effectively use these resources (Barney 1991). Our *valuable* advanced EV technology and R&D capabilities enabled us to produce high-tech electric vehicles. Our *rare* sustainable practices and innovations were deeply integrated into our operations, making them unique in the industry. Our *inimitable* strong brand equity and reputation, built over the years, would be difficult for competitors to replicate. Developing a similar level of trust and loyalty among consumers takes years of consistent performance and strategic marketing (Keller 1993). Our *organized* global production and market segmentation allowed us to tailor offerings to different regions, maximizing market penetration and meeting diverse consumer needs.

Changing the strategy, playing the game

Throughout the simulation, eMotion initially followed a well-defined strategy and maintained value without significant improvements or damage, but by Q21, the company began deviating from its strategy plan. Management found themselves getting carried away by the dynamics of the game and immediate gains. Reacting to short-term pressures, eMotion lost sight of its long-term goals, making impulsive adjustments. Although this approach appeared risky, it proved successful as eMotion started significantly increasing its value and EBIT margin. This led to the conclusion that adapting to the current situation is necessary in order to survive in the market (Sinek 2019).

1.3 Marketing Function

Peter Drucker (1954) emphasized that marketing is not just a separate business function but the whole business seen from the customer's point of view. It needs to integrate deeply within all business areas, especially in rapidly innovating industries, where marketing's involvement in R&D is vital. At eMotion, collaboration was essential. Marketing aligned with operations to ensure production met demand. Furthermore, worked with innovations to use customer insights in product development.

Market Research

First, we conducted market research on the industry and observed a significant upward trend in EV revenues and the growth of the Internet of Vehicles (IoV) business, the application of Internet of Things (IoT) technologies to create a connected vehicle ecosystem (Guan et al. 2023). We divided consumer preferences by region: In the Americas and Asia, there was high demand for advanced autonomous driving (Level IV) and extended sodium-ion batteries. In Europe, interest was strong in hybrid engines and advanced autonomous driving (Level IV). The tariff structure also influenced trade dynamics, with the highest tariff being 100% for the

Americas importing electric cars from Asia (\$813M), and the lowest at 3% for the Americas importing from Europe (\$41.08M), making Europe a favorable source.

STP - Strategic positioning

After conducting market research, we focused on segmentation and targeting for eMotion. Asia presented the highest market potential of \$7,882M and predictions that China could become the leading market for the transformation of the automotive industry (CICC Research 2024). eMotion targeted environmentally conscious consumers and tech-savvy individuals, with a primary focus on younger people living in cities, taking into consideration the trend of urbanization. Data from The World Bank (2023) show that globally, over 50% of the population lives in urban areas today and by 2045, the world's urban population will increase by 1.5 times to 6 billion. Thanks to well-executed targeting, eMotion secured around 50% market share among four competitors (second-best had 22 %) in all three regions, with the best performance in Asia, achieving total sales of 176,210 cars and revenues of \$6,768M.

Keller (2008, 98) defines positioning as the act of *'designing the company's offer and image so that it occupies a distinct and valued place in the target customer's mind'*. In line with competitive advantage theories, our company underwent significant brand repositioning in Q13. Initially, we aimed to cater to a broad target market with affordable and reliable vehicles, aligning with a cost leadership strategy like Toyota, exemplified by their lean production system, and Ford with its mass production ethos. However, an identity crisis revealed that our investments in premium features positioned us closer to the high-end market, in the same category as exclusive brands like BMW and Tesla (**Figure 2**), which target a narrower, more affluent segment—differentiation strategy. This positioning leverages consumers' willingness to pay for premium attributes, deriving value from both satisfaction in usage and the prestige of ownership, while also creating shared value by integrating

sustainability and social responsibility into our offerings (P. M. E. Porter 2012). The essence of this is choosing a unique and valuable position rooted in systems of activities that are much more difficult to match than operational efficiencies (M. E. Porter 1996).

Marketing Mix - Product

Our product strategy revolved around innovations and effective portfolio management, utilizing the BCG Matrix, and understanding the Product Life Cycle (PLC). Portfolio management involves two key activities: "Understand" and "Change." In the "Understand" phase, we analyzed market fit and financial performance. The "Change" phase involved optimizing the product line by discontinuing underperforming products and introducing new ones to address market gaps (Lages and Martins 2024).

We focused on a smaller range of vehicles, but as we grew our company, we got carried away by our initial success. We began building more factories, which required us to innovate and launch more models, eventually reaching the maximum number of 12 models possible in the simulation. Throughout the simulation, we had 15 different models. Our portfolio included affordable small City cars/eMicro in all regions, a Business car in Europe, a Luxury car in Asia, and a Pickup/Sport/4x4 in the Americas. By managing our product offerings through the BCG Matrix, we identified which products were stars (eSport and e4x4), cash cows (eLux and eBiz), question marks (eMicro 2.0, which reached a record quarter profit contribution of \$530.3M in Q27), or pets (Business 135H and PU 225G, which we discontinued) (Hultink et al. 1997). The strategic contributions of our cars included Entry Point - the eMicro, which we were the first to introduce among competitors, and Past Champion – the City E, followed by newer editions eCity and eCity 2.0 (Hultink et al. 1997).

Understanding the PLC allowed us to innovate and update our models to keep them relevant in the market (Rink and Swan 1979). The average age of our cars was 22 months, followed by

a significant increase between Q23 and Q28, going from 24.4 months to 39.4 months due to strategic changes across all departments. We realized that relaunching existing cars, which already featured the best available technology allowed us to reach the growth/maturity stage faster and sell more with lower costs than developing new models.

Our product sales ratio (**Figure 3**) and profit ratio (**Figure 4**) were balanced across the entire portfolio, with 4x4 E as the worst and eSport and eMicro best-performing cars. Additionally, in Q15, we introduced a subscription model – a new financing option, with a contract term of 60 months and an interest rate of 3.99%, customers were able to buy a car on credit (**Figure 5**).

Marketing Mix - Price and Promotion

Initially, we introduced our products at a medium price to ensure affordability and market penetration. As we incorporated more premium features, we increased our prices to reflect the superior technology. This shift allowed us to establish an introduction strategy: launching at a high price and marketing set at the medium. Our standard model started at \$25,766.40, with advanced models ranging from \$60,809.21 to \$104,244.36 depending on features and customizations. The marketing and operations team adjusted prices according to sales performance and Days of Inventory (DOI) metrics. This strong cooperation was essential in helping us maintain a balanced top and bottom line.

To influence consumers' brand choice (Vakratsas and Ambler 1999) and boost sales, we invested in social media influencer partnerships, data-driven marketing analytics, electric vehicle branding campaigns, and an augmented reality showroom experience. This comprehensive approach ensured visibility and engagement, as *'customers can't buy your product if they don't know it exists'* (Wolters Kluwer 2020). Around 3% of our revenue was dedicated to marketing, a significant but justified expenditure given the marginal benefit on return on investment. Our strategy included maximizing customer promotions, point-of-sale

training, service, and online and TV campaigns which we had set almost to the maximum (9/10), everything in line with GRI 102-43 (Strozzilaan 2021).

Collaboration with Operations – From a Mistake to a Successful Comeback

Despite these efforts, our DOI was growing over time reaching 99 DOI in Q24 (**Figure 6**), leading to low factory utilization of 70% in Q21 (**Figure 7**). We knew we had to change something or face bankruptcy, and marketing played a crucial role. The management set a clear goal: achieve maximum days of inventory (DOI) of at least 120+ by the end of Q27, take all the cars out of production, and then sell out. To accomplish this, we implemented a critical strategy of increasing prices and decreasing marketing to the minimum. Additionally, we shut down three underutilized factories, one in each region, and reduced the workforce.

This approach, combined with selling cars directly from the warehouse, proved highly successful. We began selling out inventory even before Q27, surpassing our expectations. Despite the reduced marketing efforts, our targeted strategies effectively managed our high DOI and contributed to a successful turnaround. This allowed us to continue operations without shutting down more factories and increased our value to 4,210.34 by Q28 (**Figure 8**) and EBIT margin from 20.6% in Q21 to 27.7 in Q28% (**Figure 9**).

1.4 HR Function

To optimize workforce efficiency and create scope for corporate ESG engagement at eMotion, we targeted 90% average management and employee motivation, a 95% qualification rate, and a 105% workload while maintaining 90% employee satisfaction—in line with industry benchmarks. We also collaborated closely with operations to manage production capacities and with marketing and innovations to ensure the necessary skill levels for ongoing development and create scope for corporate ESG engagement (Zingales 2021).

Talent Recruitment and Management

The executive team at eMotion was composed of four women and three men from five different nationalities—Dutch, Portuguese, German, Czech, and Norwegian—reflecting a strong commitment to gender diversity and inclusive leadership (Tetteh 2023). We expanded our management team from 20 to 33, achieving 45% women in management roles and ensuring diverse representation across age, background, nationality, and ethnicity. Our workforce included 43% White, 27% Asian, 18% Hispanic, and 12% African American.

Regarding compensation, we initially set a minimum compa-ratio of 3% above the benchmark, for all the managers aligning our salaries with market averages – external equity. However, due to high expenses, we adjusted this to 0% as the new maximum, leading to managers quitting. To address this, we revised the policy again, establishing 0% as the minimum to maintain management stability, ensuring fair recognition of each employee's role and value – individual and internal equity. This adjustment resulted in a 24% increase in management salaries over time, achieved through a steady 1% increase per quarter, raising salaries from \$119K to \$147K while keeping management motivation at 90% on average (Terpstra and Honoree 2003).

Tradeoffs and sustainability

To meet our ambitious sustainability goals, we were compelled to make difficult strategic tradeoffs in Q18. Facing the need to invest in Scope 1-3 projects and campaigns, we undertook significant changes, replacing some management members with sustainability experts. Our three-step development plan included sustainability policy development, training, and awareness, qualifying employees for green bonds and investments. Over 70% of management received specialized training, and our sustainability skill level reached 75.41, surpassing our goal of 65. Additionally, we focused on developing the digital area, achieving a score of 30.

Some companies engage in greenwashing, making superficial environmental claims without substantive action. However, consumers increasingly value sustainability and ethical practices, with 78% of US consumers affirming that a sustainable lifestyle is important to them (McKinsey a NielsenIQ 2023). eMotion took a positive approach to Green HRM and effective environmental management (EM), with all departments investing in sustainable projects and creating detailed ESG report (**Figure 10**) (GRI 2024). As a result, the company's overall sustainability skill level reached 30.2 (**Figure 11**). These factors contribute to reduced borrowing costs and increased appeal to ESG investors, integrating social and financial returns - the blended value proposition (Emerson 2003).

Workforce Planning and Recruitment

At eMotion, workforce planning was strategic, aligning talent with business objectives. Just like Elon Musk at Tesla, we adopted a reactive ('hare') approach to managing employment levels, making frequent staffing adjustments to cut short-term costs and stay agile (Tariq 2022). While this posed challenges like shifting risks to employees and potentially harming morale, it enabled us to respond swiftly to market demands, unlike the steady ('tortoise') approach that retains employees through downturns to preserve human and social capital.

We used methods to match our expansion plans with workforce planning, with average quarterly hiring of +58.1 people in Europe, +1560.8 in Asia, and +538.6 in the Americas. On the contrary, in Q13, we achieved economies of scale and were able to reduce the workforce accordingly. By balancing an average workload of 105.7% in Europe, 105.3% in Asia, and 104.8% in the Americas, we ensured operational efficiency and optimal staffing levels. Our employee average satisfaction rate of 89.9% (**Figure 12**), with minor fluctuations, demonstrated our ability to balance well-being with expenses. Despite the reactive approach, we consistently followed the plan to have the recommended number of employees, or around 5% less, to save

costs. However, in Q21, we faced a major layoff due to shutting down three factories, which led to the firing of thousands of employees to avoid bankruptcy. This necessary step impacted morale significantly and required careful management to stabilize the remaining workforce.

Employees compensation

At eMotion, we offered competitive employee salaries: averaging \$5,395 in Europe, \$4,903.8 in Asia, and \$5,125.8 in the Americas with usual quarterly changes of +/- \$50. These differences in salaries are influenced by regional cost of living, local labor market conditions, and industry standards. Motivation rates were correspondingly high, at 90.2% in Europe, 91.1% in Asia, and 91.3% in the Americas.

Training

Training was a cornerstone of our organizational culture. We invested an average of \$1,338 per employee in Europe, \$1,403.5 in Asia, and \$1,351.5 in the Americas, resulting in impressive qualification rates: 99% in Europe, 98.8% in Asia, and 99.3% in the Americas. These high rates demonstrated the success of our strategic investment in human capital.

A critical learning moment occurred in China, where attempts to lower salaries and increase workload led to a 120% workload, an 88% motivation level, and a qualification rate drop to 92% in Q8. This imbalance necessitated a dramatic increase in training costs to \$1,608 in Q10 to restore performance levels. This experience highlighted the importance of maintaining balance in training investments, workload, and compensation.

Future aspirations and results of HR

Throughout our operations we achieved all the targets on average across all regions, reflecting our commitment to a balanced and effective workforce strategy. In the future, eMotion aspires to develop a similar space to the Mercedes-EQ Lounge, a sustainable space in Nazaré created

by Mercedes-Benz. This venue, built from recycled materials, emphasizes sustainability beyond zero-emission vehicles. It serves as a hub for business meetings, and discussions on ocean protection, battery reuse, and sustainable development (Research 2021).

1.5 Conclusion

Reflecting on eMotion's adaptation to the automotive industry's transformation, we observed both successes and areas for improvement. Inspired by Tesla, our strategy aimed to become a fully electric manufacturer in response to disruptions in the industry driven by innovations and environmental challenges. We achieved this goal while expanding our product portfolio beyond initial expectations, positioning us competitively. A key factor in our success was our exceptional ability to foster collaboration and transparency across all departments. We were able to align strategies effectively, adapt quickly, and drive significant improvements in our performance, ultimately leading to a successful turnaround in the final year.

Our marketing efforts were highly effective. We invested significantly in building brand equity and chose a premium identity, which resonated with our consumers. This approach not only solidified our brand's position but also contributed to substantial growth in customer loyalty and market share. In HR, we excelled in managing a diverse and skilled management team and employees' satisfaction alongside expenses, meeting production demands our strategic goals.

Our dedication to sustainability and ESG principles reinforced our brand and drove economic benefits while ensuring regulatory compliance. By focusing on the triple bottom line—people, planet, and profit—we created substantial shared value that went beyond financial performance. This approach was evident in our achievement as the "Runner-Up" for the highest value added in the Business Simulation across Industry Masters competitors, with a value of \$4.210.30M (**Figure 13**). This recognition highlighted our success in integrating strategies that deliver economic benefits while addressing social and environmental impacts.

2. Self-Reflection

2.1 Introduction

In the fast-paced and often unpredictable environment of business, effective teamwork and leadership are essential for achieving success. As emphasized by John C. Maxwell (2002) "*Teamwork makes the dream work.*" This was particularly evident during my participation in the Business in Practice (BIP) program. I had the opportunity to put theoretical knowledge into practice, addressing real-world challenges and working collaboratively with a diverse team.

This essay reflects on two critical incidents from my BIP experience that significantly shaped my understanding of teamwork and leadership. The first incident involved our preparation and delivery of a high-stakes sales pitch. The second incident centered on the opening of a new factory, where differing viewpoints and team dynamics created challenges that tested our ability to manage conflict and maintain cohesion.

By analyzing these incidents, I will discuss the lessons learned about balancing creativity with collaboration, the value of a structured team charter, the impact of different personality types, and the importance of accepting feedback and learning from it. These reflections aim to provide insights into how the BIP experience has influenced my approach to leadership and teamwork and how I plan to apply these lessons in my future career.

2.2 Critical Incident 1: Sales Pitch

Introduction

During the second week, our team participated in a sales workshop designed to teach techniques for delivering effective sales pitches. Afterward, we were assigned a task: Prepare for a sales roleplay. The goal was to pitch our brand, eMotion, to a potential client in hopes of acquiring new business. The possible outcomes were clear: acquiring 100% of the client's business,

securing 50% of their revenues, or failing to acquire the client altogether. Our team was determined to prepare a pitch that would stand out and fully secure the new client. The key moment occurred when we began discussing how to structure our pitch.

The Incident

When we gathered to plan our sales pitch, I proposed a structured approach based on the knowledge I had gained from acquaintances' experiences working in sales and client acquisition. I suggested starting the pitch with a provocative question: "*What do you think when you hear the word 'emotion'?*" This question was intended to be left unanswered to engage the client's curiosity and initiate reflective thought. To capture the client's attention early and ensure our brand was memorable, I proposed creating a dynamic promotional video to convey our brand's values, keeping it simple but unique. The main portion of the pitch would then focus on how our company's offerings could meet the client's needs and align with their objectives, followed by clearly providing a roadmap for potential collaboration.

However, my teammates—six others in total—advocated for a more traditional and straightforward introduction, followed by a direct presentation of the pitch. They suggested preparing three to four slides, believing that this approach would deliver the necessary information in a clear and structured manner. Their focus was on ensuring professionalism and clarity, which they viewed as critical to securing the business. I was the only team member who wanted to proceed with my proposed approach, and all six others were resistant to it.

This situation can be analyzed using Patrick Lencioni's Five Dysfunctions of a Team (**Figure 14**) (Joosr 2015). The initial Absence of Trust was evident, as my team members were reluctant to trust my unconventional approach, fearing it might not meet the client's expectations. This lack of trust led to a Fear of Conflict, where team members hesitated to engage in open debate, opting instead for a traditional approach to avoid potential disagreement.

However, by allowing the team to explore their ideas without forcefully imposing mine, helped build a more trusting environment. This avoided the dysfunctions of Lack of Commitment and Avoidance of Accountability, as the team eventually committed to a collective decision, taking shared responsibility for the outcome (Toegel and Barsoux 2016).

My personality profile identified me as having a Fiery Red working style based on *Insights Discovery*® (**Figure 15**) (Fernandes 2024). This style is characterized by a desire to show loyalty and direction, which was evident in how I wanted to guide our team toward success. On a good day, I am competitive, demanding, determined, and strong-willed. My competitive nature was particularly evident in my drive to win the sales pitch, which made me push hard for my initial idea. My demanding nature, connected to my expectations of quality, was reflected in how I was rated in our peer and self-evaluations (**Figure 16**)—where I gave myself a 4 for expecting quality, slightly below the team's high rating of 4.6. However, being the only Red personality on the team, I was aware of how my style might contrast with my teammates.

Despite their resistance, I recognized the importance of Emotional Intelligence (EQ) and the need to consider alternative perspectives, which is a key aspect of self-awareness and managing relationships effectively (Bradberry 2009). This prompted me to step back, I practiced Active Listening and tried to understand why they believed their suggestions were better (Gallo 2024). As the discussion progressed, they ultimately concluded that my original idea—starting with a provocative question and using a dynamic video—was the better approach. They agreed that we needed to stand out and capture attention to be successful. I was pleased to have my approach adopted, and we moved forward with the pitch preparations.

Feelings and Reactions

This alignment was gratifying, but I couldn't help feeling frustrated that we had spent unnecessary time debating the approach. My reaction to the team's suggestions was shaped

by my personality type, which is Executive (ESTJ-T) (**Figure 17**) (16Personalities 2024). This personality type is characterized by traits such as being Extroverted, Observant, Thinking, Judging, and Turbulent. As an ESTJ, I am naturally inclined towards order, structure, and efficiency, and I often feel strongly about my opinions, when I believe they are rooted in logical reasoning. My Judging trait makes me prefer planned and organized approaches, while my Turbulent nature can sometimes cause me to be overly critical, leading to frustration when objectives are not met as anticipated. Moreover, my Fiery Red working style can also reveal its negative side on a bad day. In this situation, I noticed that my tendency towards being intolerant and controlling came into play when I strongly advocated for my sales pitch idea.

During the workshop, we practiced exercises designed to help us understand ourselves and our teammates better, asking questions like “*Who are you when you are at your best? And how do you describe yourself at your worst?*” Reflecting on this, I realized that at my worst, I can be too straightforward—my honesty might come across as being rude. It made me think that my teammates might have perceived me as being overly critical and aggressive when, in reality, I was just trying to express my thoughts honestly. Additionally, I recognized that my self-awareness needed development, as I realized that my ego likely played a role. I often think I can do things better than others, which might not be true at all times. This awareness was uncomfortable but necessary for personal growth.

Learnings

This incident offered several key insights into the nature of sales pitches, effective leadership, and teamwork. It reinforced the importance of combining confidence in one’s ideas with a willingness to adapt and incorporate feedback from others. While my initial approach was rooted in creativity and engagement, the experience highlighted the value of balancing innovative strategies with clear, structured communication. This aligns with the Three Levels

of Leadership Model by James Scouller (2016), which emphasizes the importance of know-how, presence, and skills across different leadership contexts. My ability to adapt and refine my approach based on team input reflects the Leading Team level, where creating positive team dynamics is crucial (Johnson, Heimann, and O'Neil 2000). By allowing space for other viewpoints, I contributed to a more balanced and inclusive decision-making process.

Additionally, I learned that I cannot let my ego interfere at all times and that I need to communicate my ideas in a more patient and considerate manner. While I had thought I could interact with teammates perfectly, I received a 4.4 on peer evaluation, leaving space for improvement. I realized that different people have different approaches and that just because I am straightforward doesn't mean others will interpret it positively. Understanding this, I need to recognize that I am not always right and that openness to other viewpoints is crucial for collaboration. This is where Authentic Leadership comes into play—leading with purpose and being true to one's values while fostering trust within the team (Fernandes 2024).

Furthermore, I learned essential sales principles, such as the need to create long-term relationships with clients rather than just making a sale, and the importance of managing client expectations to build and maintain trust and offer complex solutions.

In conclusion, this experience reinforced the value of balancing strong, creative ideas with openness to adaptation and collaboration (Bushe 2010). It highlighted the need for continuous learning, self-awareness, and adaptability in achieving effective leadership and successful outcomes in sales and other business contexts. Ultimately, while it was initially frustrating to spend time debating the approach, I realized that allowing the team to reach the right conclusion collectively was beneficial. We all agreed on the final approach, and this team decision contributed to our success in the pitch, resulting in securing 100% of the client's business and significantly improving our revenues and value added.

2.3 Critical Incident 2: New Factory Opening

Introduction

At the end of Year 3 (Q16), our team faced a critical decision regarding the expansion of our operations. We were already running 13 factories, with one more in development, and had achieved considerable success. The company was growing at a fast pace, and some team members were eager to capitalize on this momentum by building an additional factory. However, I was skeptical about this decision. We were expanding at an unsustainable pace, and a potential economic downturn could leave us overextended, risking an inability to sell our increased production and potentially leading to bankruptcy. This created a divide within the team, with some members advocating for further expansion and others, like me, urging caution.

The Incident

The discussion became contentious. Some team members were enthusiastic about the benefits of expansion, arguing that a new factory would allow us to scale up production and capitalize on our current market position. On the other hand, a few others and I were concerned about the risks associated with overexpansion, particularly in the face of potential market volatility.

The initial Absence of Trust manifested in our team's reluctance to fully express concerns about the risks, possibly fearing that their caution would be perceived as a lack of ambition. This led once again to a Fear of Conflict, where some team members hesitated to engage in a deeper debate, preferring to avoid potential discord. The Lack of Commitment followed as the decision to build the new factory was made without unanimous agreement, leading to a situation where some team members were not fully on board with the expansion plan. This eventually resulted in Avoidance of Accountability, where the responsibility for the decision and its potential negative consequences was not fully embraced by all, and an Inattention to Results as the focus shifted from collective success to individual viewpoints on the expansion (Joosr 2015).

The Blue personalities on our team—one in finance and one in marketing—played a crucial role in analyzing the situation. Their attention to detail and problem-solving skills helped us evaluate the course of action. Meanwhile, our team’s Yellow personality in innovations, brought an engaging and spontaneous energy to the situation, encouraging us to stay positive and think creatively about how to turn this into an opportunity for innovation and improvement. In contrast, there were also three team members with Green personalities—two in operations and one in finance—who were more concerned with maintaining harmony and ensuring everyone’s opinions were considered. They were considerate, pleasant, and avoiding confrontation.

Despite my reservations, the decision was made to proceed with the new factory. To maintain team cohesion and respect the majority’s decision, I supported the expansion, although I continued to express my concerns. As the new year began, our DOI started increasing rapidly, our factories were producing more than we could sell, and our team found itself scrambling to manage the situation. The realization that we had overextended ourselves hit hard, and tensions began to rise within the team. The strong team dynamics we had enjoyed earlier started to deteriorate as Knight (2015) mentioned, and the once-high motivation was replaced by doubt and frustration. Our top position on the leaderboard, which had been a source of pride and drive, now felt like it was slipping away, leaving us feeling lost.

The need for Leading Business level-strategic thinking and long-term vision was evident but perhaps not fully integrated into the decision-making process (Scouller 2016). The expansion decision was made based on short-term successes, without fully considering the broader market conditions and potential risks. By focusing on the immediate potential for growth without adequately balancing it with a consideration of potential pitfalls, we failed to exercise strategic leadership at the business level and didn’t adhere to our team charter fully (**Figure 18**).

Feelings and Reactions

The aftermath of our decision to build the additional factory was a difficult period for the team. Personally, I felt a mix of regret and frustration. I wished I had been more resolute in my doubts about the expansion and felt frustrated that we had let ourselves be tempted by the promise of growth without fully evaluating the risks. My hesitation to challenge the operations team's decision was a mistake that I learned from. It was a classic case of allowing expertise in one area to overshadow broader strategic concerns. This illustrates a Contingency Leadership Theory scenario where adapting leadership styles to the specific context could have prevented the issue (Fiedler 1967). I also recognized that my role as HR made me question whether my input on operational matters was valid, which, in hindsight, it certainly was.

The increasing DOI and declining team morale were indicators that we had made a wrong move, and this realization only added to the tension. However, the turning point came when we decided to step away from the simulation for a while and I proposed a team-building activity. At the end of Q4, we played padel together, which gave us a much-needed break and a chance to bond outside of the stressful decision-making environment. Additionally, as mentioned in the team charter, I was the snack manager for our team. We all contributed 5 EUR at the beginning of BIP, creating a common budget that I used to purchase snacks for every meeting. This small gesture supported a friendly and welcoming environment, where people felt good and relaxed. We all agreed that having snacks available made the meetings much less stressful and significantly improved our well-being. Even a very small thing can have a big positive effect on the mood and working environment. This break from the intensity of work and the presence of a supportive environment is an example of Transactional Leadership, where short-term stress relief and motivation are used to boost team morale (IMD 2022).

Learnings

This incident offered several key insights into Strategic Leadership (David et al. 2022) and team dynamics. It highlighted the importance of balancing ambition with caution and the need to critically assess risks before making significant strategic decisions. While growth is essential, it must be sustainable and aligned with the company's long-term goals and market conditions. I recognized that I need to learn how to better keep the team on track, as both my self-assessment (4) and peer feedback (3.8) indicated this as my biggest weakness.

Even though I was in HR, my perspective on the company's overall strategy was valid and should have been expressed more assertively. In the peer review, I got 4.2 on contributing to the team and having relevant knowledge, skills, and abilities. I learned that effective leadership involves having confidence in one's ideas and the ability to communicate them in a way that resonates with the team (Lencioni 2002). I needed to operate not only through my own Red lens but also try to see situations through the Blue, Green, and Yellow lenses. By understanding how each personality type perceives and reacts to different situations, I was able to better appreciate the contributions of my teammates and work more effectively as part of a diverse and dynamic team (Haas and Mortensen 2016).

The experience showed me the value of team bonding and the role it plays in maintaining team morale and cohesion, especially during challenging times. The Padel game allowed us to reset, rebuild trust, and come up with a collective strategy to address the issues we were facing. Our decision to close some factories, lay off people, and sell cars from the warehouse without production was a difficult but necessary move that ultimately turned the situation around. It was a successful turnaround that not only improved our position in the ranking but also reinforced the importance of resilience and adaptability in leadership.

While we made a mistake in overextending our resources, the way we came together as a team to resolve the situation was a testament to our resilience and ability to learn from our mistakes.

It wasn't just about the ranking; it was about how we managed to solve a critical situation and come out stronger as a team.

2.2 Conclusion

The BIP module provided me with an insightful experience into the complexities of working in a business environment with a diverse team of individuals. My experience highlighted the challenges and rewards of collaborating with people from various backgrounds and with different personality types. One of the key takeaways was the importance of resilience and maintaining a forward-looking perspective, no matter how difficult the circumstances.

The first critical incident underscored the need for balancing assertive leadership with the flexibility to adapt to team input. The lengthy debates and eventual consensus-building demonstrated that while strong ideas are vital, the collective decision-making process is equally crucial. In the second critical incident, the challenge of opening a new factory revealed the necessity of creating a psychologically safe environment where all team members feel comfortable expressing their opinions. This situation highlighted how different personality traits influence decision-making and the value of integrating diverse perspectives.

Moving forward, I need to Lead Myself further. I plan to apply these insights to my new role as an Account Manager. I will develop a personal charter to outline my goals, objectives, and the principles I aim to adhere to, ensuring effective performance and collaboration. By establishing clear guidelines and drawing on the lessons learned from the simulation, I aim to approach my responsibilities with greater clarity and resilience. Additionally, I am committed to personal growth and development by reading one motivational, or educational book each month. This practice will further enhance my leadership skills, broaden my perspective, and support my ongoing professional and personal evolution, ensuring a successful transition into my career and fostering continued growth.

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Appendix

Figure 1: eMotion Business Model Canvas

Source: Own Illustration. Using The BMC Template from Strategyzer (2024).

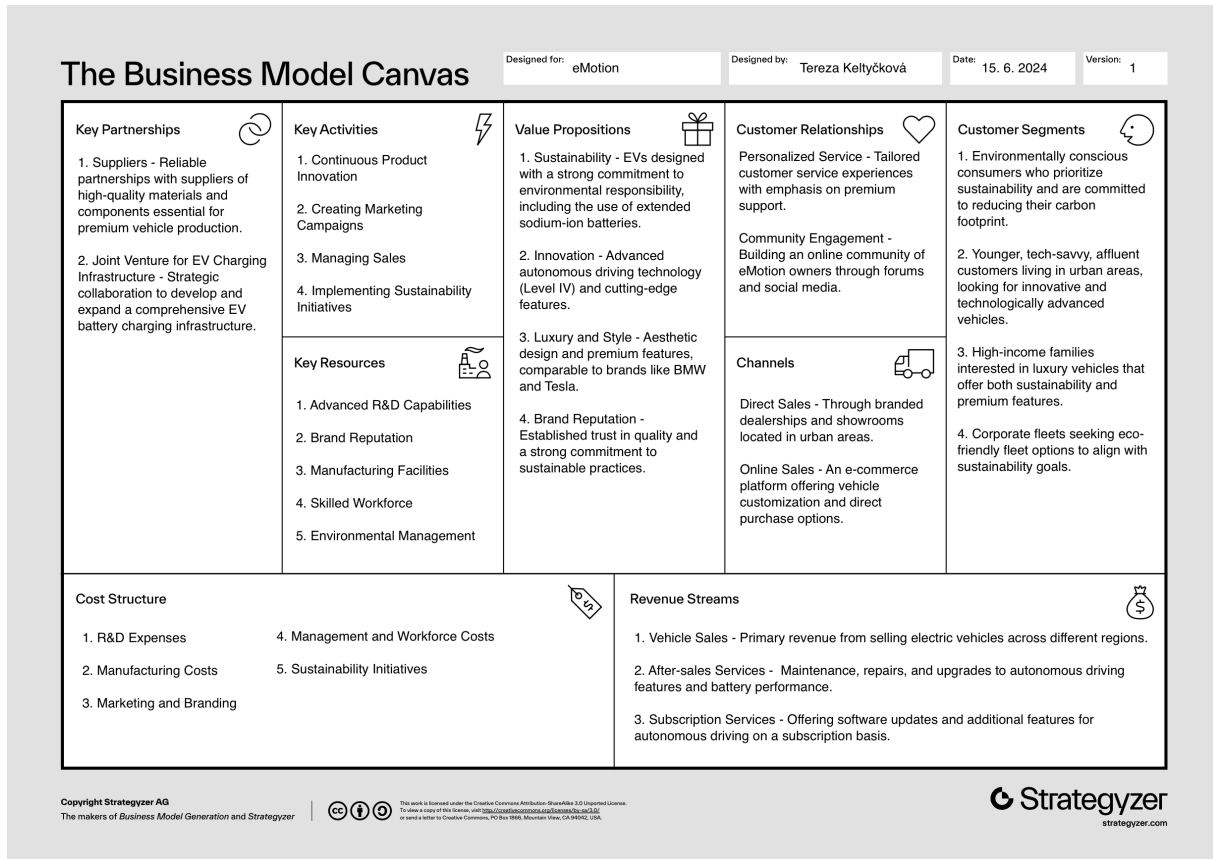


Figure 2: eMotion Positioning Map

Source: Own Illustration. 2024.

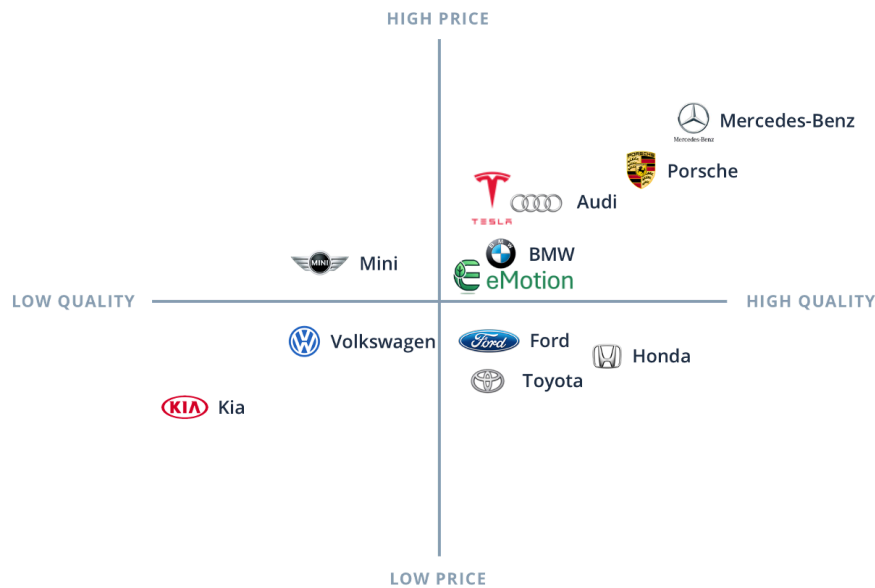


Figure 3: Product Sales Ratio [in %]

Source: Own Figure – Data from BiP Industry Master’s Simulation. 2024.

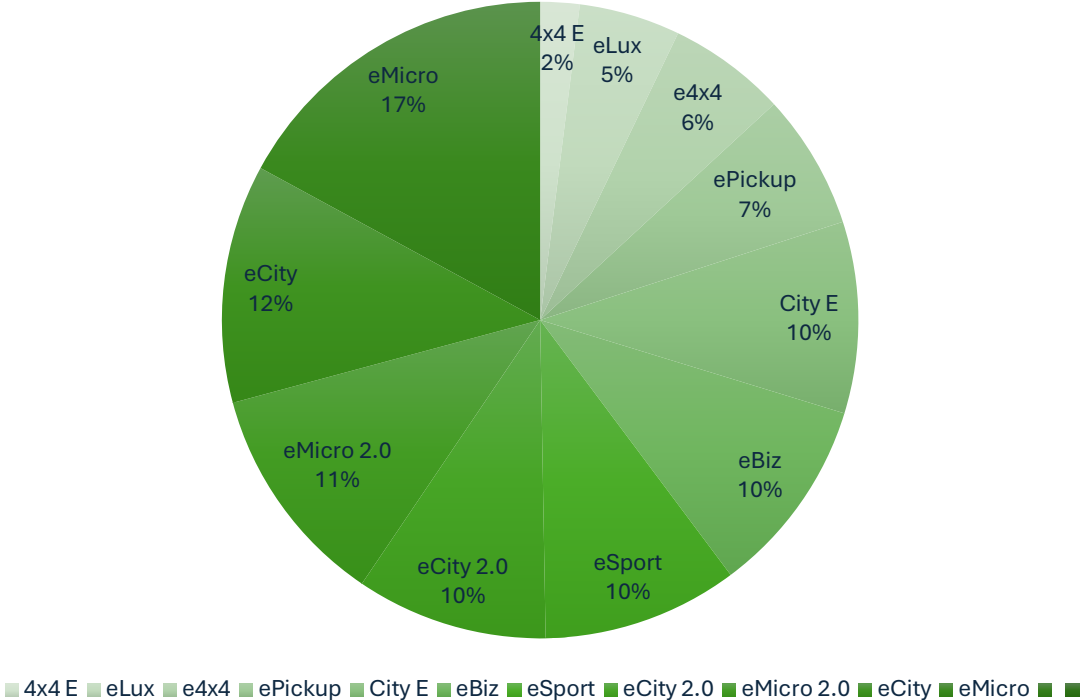


Figure 4: Product Profit Ratio [in %]

Source: Own Figure – Data from BiP Industry Master’s Simulation. 2024.

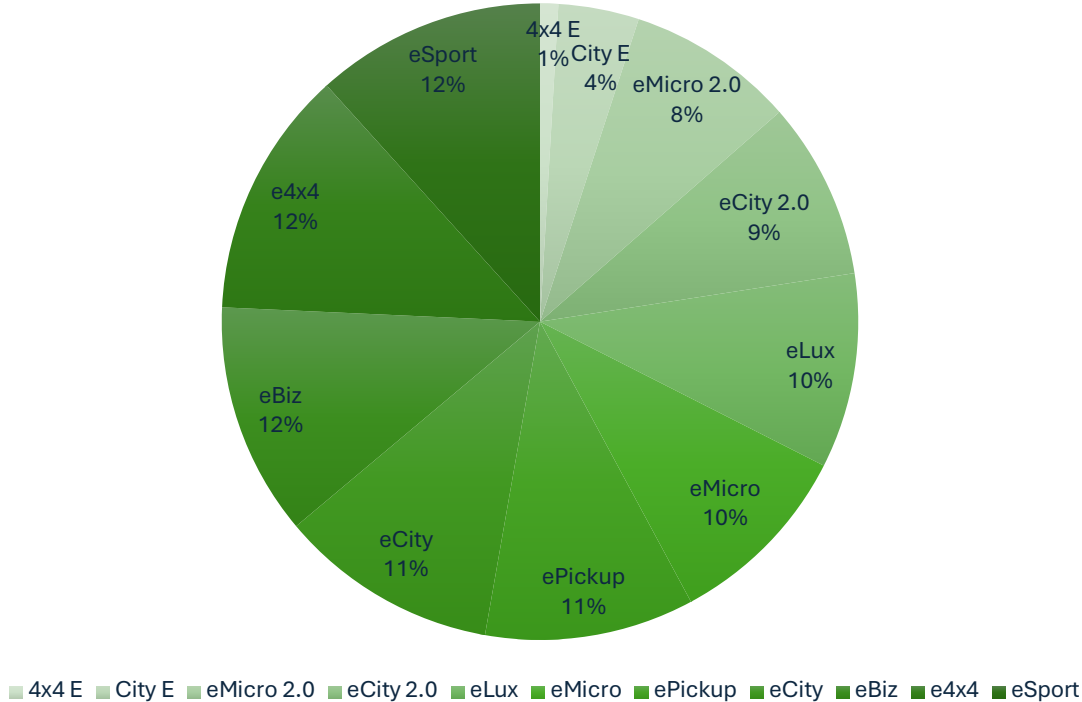


Figure 5: Equipment on Subscription [\$ in Billions]

Source: Own Figure – Data from BiP Industry Master’s Simulation. 2024.

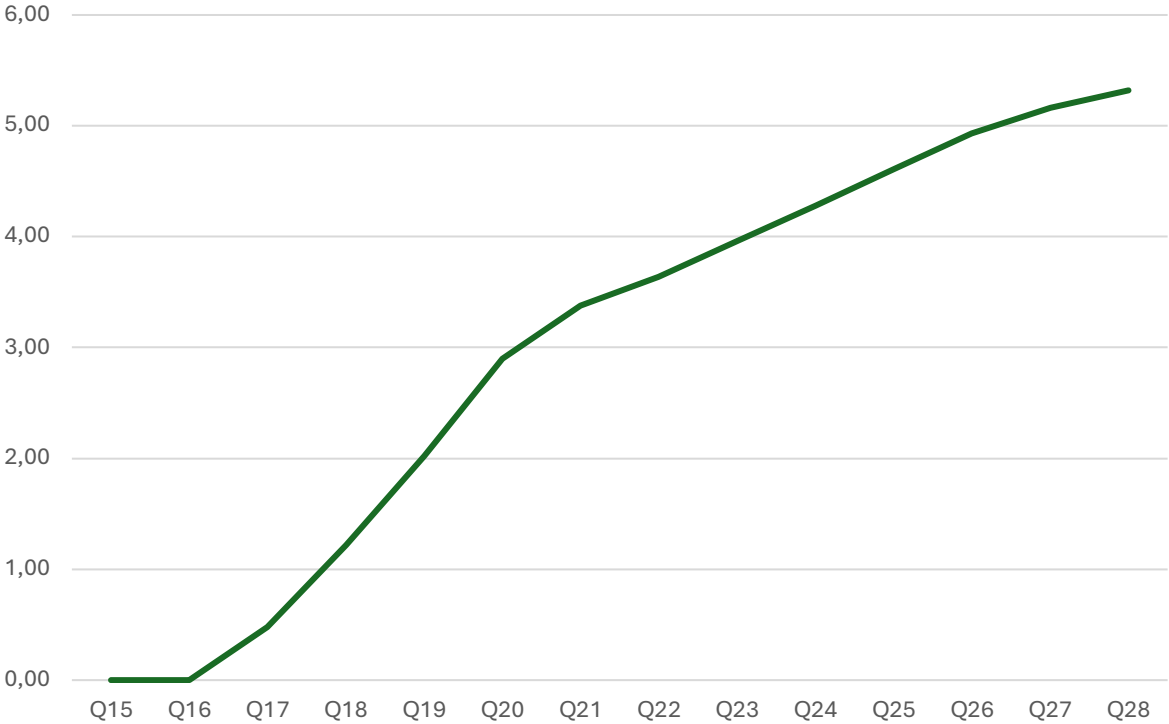


Figure 6: Days of Inventory [in Days]

Source: Own Figure – Data from BiP Industry Master’s Simulation. 2024.

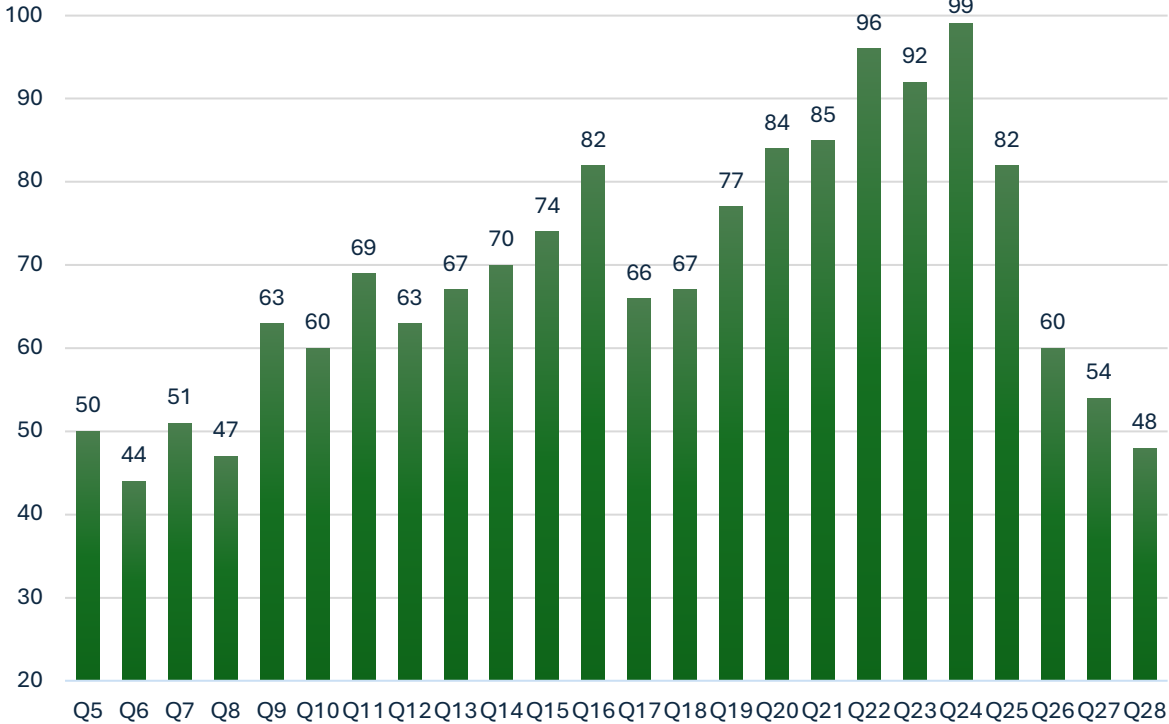


Figure 7: Factory Utilization [in %]

Source: Own Figure – Data from BiP Industry Master’s Simulation. 2024.

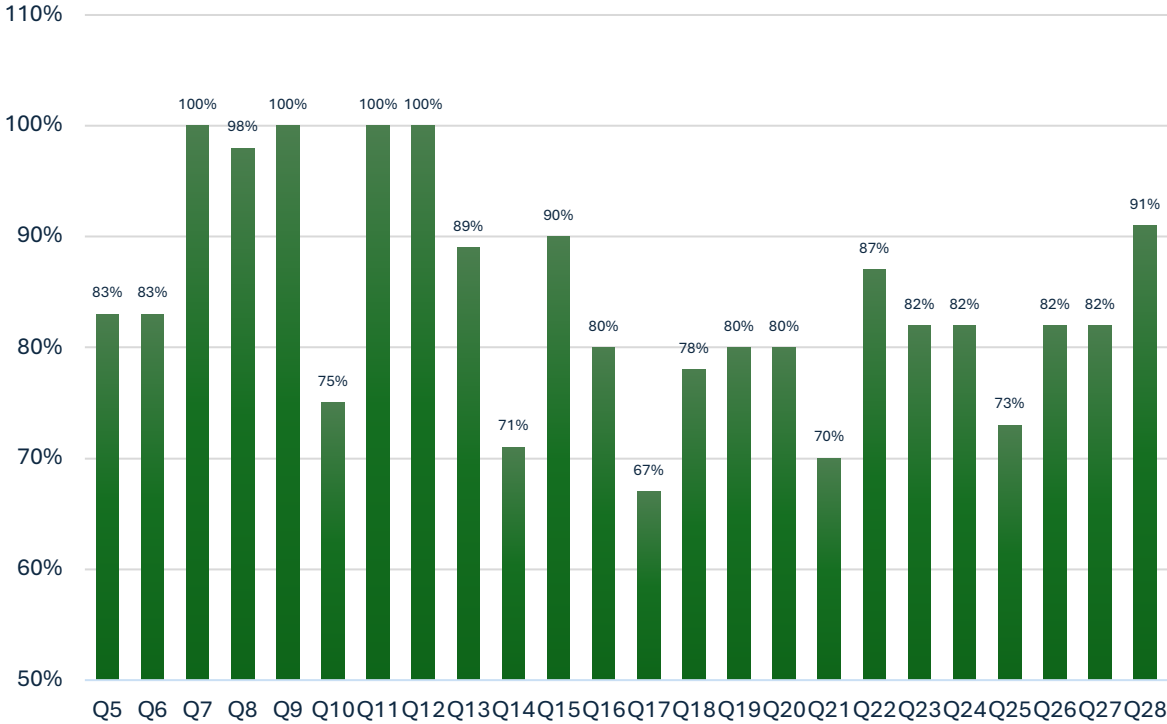


Figure 8: Value Added

Source: Own Figure – Data from BiP Industry Master’s Simulation. 2024.

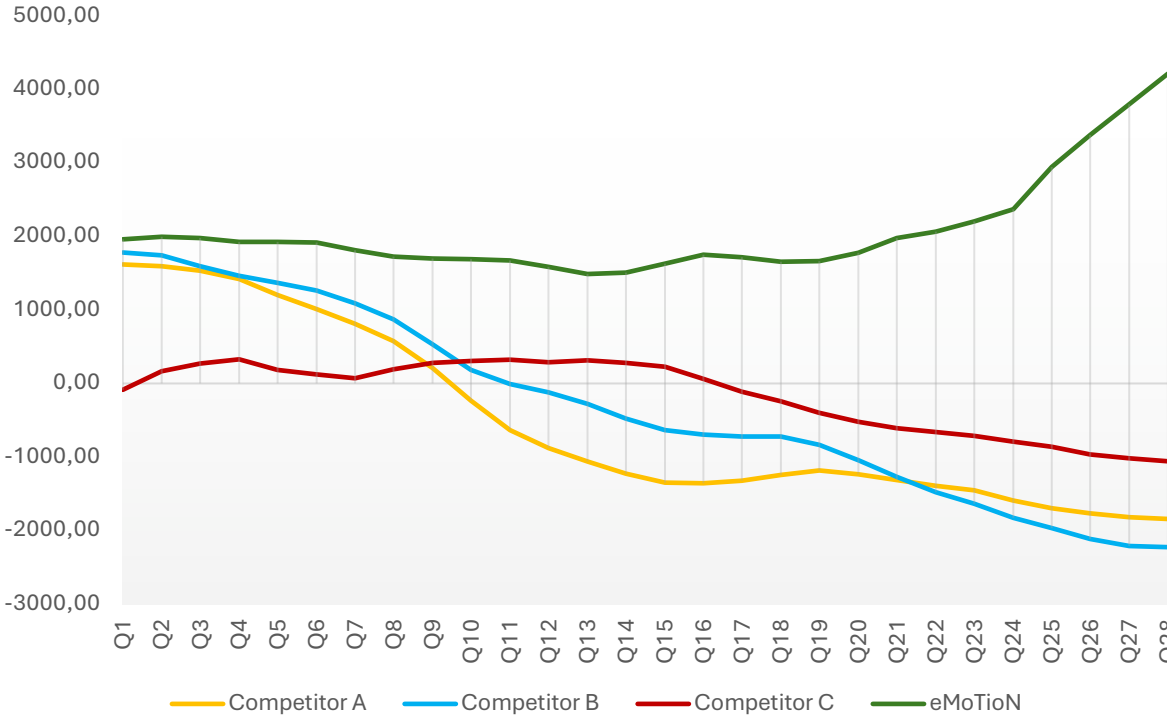


Figure 9: EBIT Margin [in %]

Source: Own Figure – Data from BiP Industry Master’s Simulation. 2024.

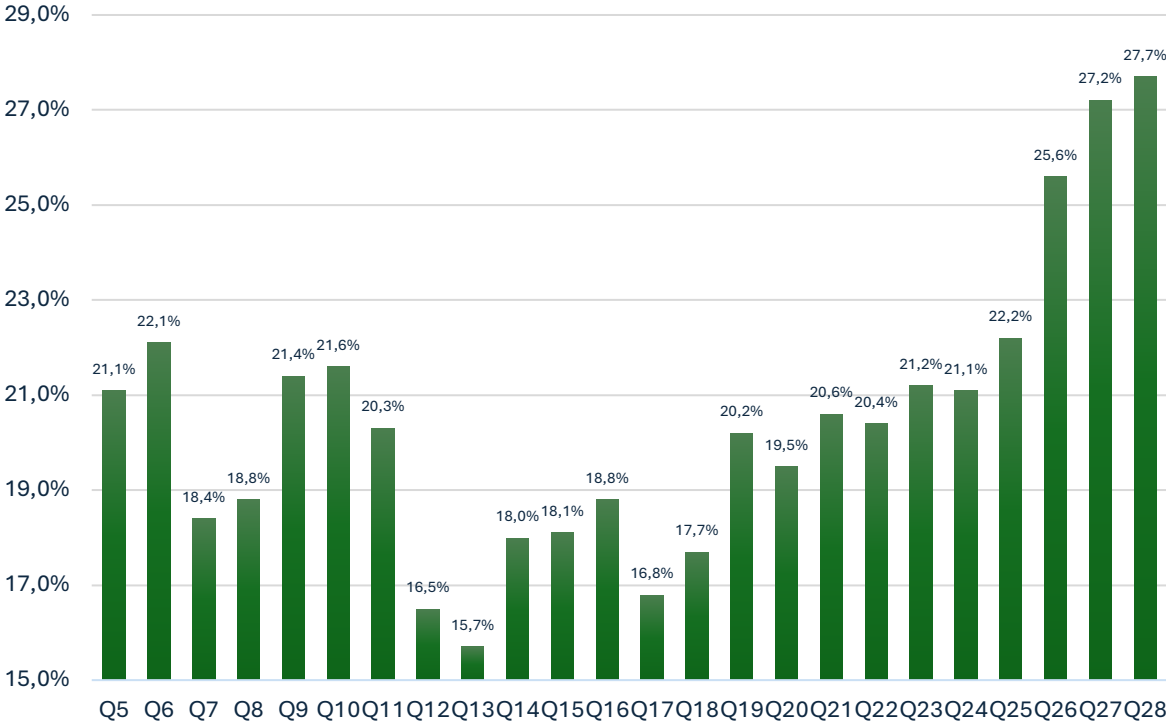


Figure 10: eMotion ESG Report 2024

Source: Own Illustration. 2024.





EMOTION IS COMMITTED TO BEING AT THE FOREFRONT OF INNOVATIVE TECHNOLOGY AND SUSTAINABLE PRACTICES, USING THE GRI FRAMEWORK AS A GUIDING PRINCIPLE

<p>Vision</p> <p>"Drive the future of green urban mobility"</p>		<p>Mission</p> <p>Lead in delivering cutting-edge sustainable transportation solutions for urban settings</p>		<p>Values</p> <p>Innovation Sustainability Customer Focus Collaboration Excellence Responsibility</p>	
<p>Operations</p> <p>Aim for high factory utilization, with finance ensuring cost-effectiveness.</p> <p>Implement renewable energy and waste reduction programs, supported by innovation and finance.</p>	<p>Marketing</p> <p>Promote sustainability efforts and highlight operations' green practices.</p> <p>Communicate EVs' environmental benefits, using data from finance and innovation.</p>	<p>Finance</p> <p>Develop ESG reports using data from all departments and interact with investors.</p> <p>Secure green bonds that we qualify for with the help of HR sustainability trainings and green operations.</p>	<p>Innovation</p> <p>Invest in sustainable EV technologies, collaborating with finance for funding.</p> <p>Adapt to current sustainability trends in the market by using insights from marketing.</p>	<p>HR</p> <p>Promote diversity and inclusion by hiring diverse staff for all departments.</p> <p>Offer sustainability training, incorporating knowledge from operations and innovation.</p>	
<p>GRI Integration: Report on energy consumption (GRI 302-1), emissions (GRI 305-1) and waste management (GRI 306-2).</p>		<p>GRI Integration: Disclose how we communicate our sustainability efforts and engage stakeholders (GRI 102-43).</p>		<p>GRI Integration: Include economic KPIs (GRI 201-1) and information on investment green technologies (GRI 203-1).</p>	
<p>Governance Measures</p> <ul style="list-style-type: none"> Update round to hear sustainability progress of each department. Tip and top moments after each day of decision-making, creating a positive and inclusive work environment. 		<p>Key Strategic Actions</p> <ul style="list-style-type: none"> Phased out combustion cars to move to a now 100% electric fleet. Invested heavily in new technology for cars and operational efficiency to reduce our emissions. 		<p>Future Plans</p> <ul style="list-style-type: none"> Establish leading R&D center focused on continuous innovation in sustainable transportation technologies. Offer shared mobility solutions as an alternative to car ownership. 	

Environmental, Social and Corporate Governance (ESG) Report 2024 BlackPebble



BY INVESTING \$1.1 BILLION IN EFFECTIVE RESOURCE MANAGEMENT FOR PRODUCTION OPERATIONS, WE MANAGE TO INCREASE REVENUE AND REDUCE COSTS

With the **investments made**, we showcase the importance of improving our ecological contribution, cultivating even more in the future. Using the **CLD value creation model** our investments not only conserves resources but also lowers operational costs and enhances compliance with environmental standards, creating a reinforcing loop that boosts both financial performance and sustainability outcomes. This holistic approach enables us to optimize resource allocation, monitor progress, and achieve our sustainability targets more effectively.

<p>Water consumption reduction</p> <p>We are investing in water consumption reduction, adopting advanced water recycling systems to significantly promotes sustainability, conserves vital resources, and reduces our water usage in manufacturing processes.</p>	<p>Scope 1 - CO₂ Emissions (tons)</p> <p>64% CO₂ reduction in the production process</p>
<p>Waste reduction initiatives</p> <p>Investing in waste reduction initiatives we minimizing our waste generation and increase our recycling rate of waste. Hereby we promote sustainable manufacturing practices and reduce our environmental impact through more efficient resource use and waste management</p>	
<p>ISO14001 EMAS standards</p> <p>Contributing to the ISO14001 EMAS standards, we are minimizing our environmental footprints and ensure compliance with relevant requirements. This does not only demonstrate our commitment to sustainability but also enhances organizational credibility and operational efficiency.</p>	
<p>Energy-efficient manufacturing technologies</p> <p>Investing in energy-efficient manufacturing technologies, we significantly reduces CO₂ and GHG emissions by optimizing production processes and minimizing fuel combustion.</p>	
<p>Future Plans</p> <p>We aim to reduce CO₂ emissions till 0.0g/mil by optimization through advanced manufacturing techniques. Moreover, we will implement CCS technologies by 2030 to capture up to 90% of CO₂ emissions from manufacturing processes (link). Lastly, we work on the incorporation of ISO 14064 greenhouse gas management standards to improve our impact assessments and verification processes.</p>	

Environmental, Social and Corporate Governance (ESG) Report 2024 BlackPebble



CONSIDERING SCOPE 2 EMISSIONS, BY INVESTING IN ENERGY EFFICIENCY AND GREEN ENERGY GENERATION, WE MANAGED TO CONSIDERABLY REDUCE OUR CO₂ EMISSIONS IN ENERGY

Energy Efficiency Investment

The company invested in **Energy Efficiency** to decrease energy consumption, which lowered greenhouse gas emissions and reduced utility bills. Additionally, by investing in an **Energy Management System**, the company successfully monitored, controlled, and optimized its energy usage.

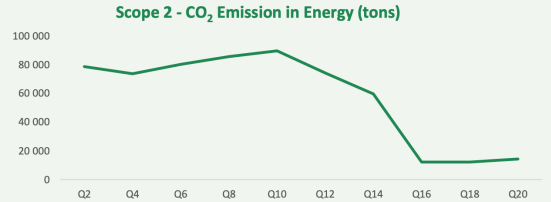
Green Energy Generation Investment

Since solar energy systems do not produce air pollution or greenhouse gases, the company invested in **Installing Solar Panels** to reduce CO₂ emissions in energy generation. This investment also lowered energy costs and allowed the company to sell excess electricity back to the grid.

Reduction of CO₂ In Energy Generation



Our investments in **energy efficiency** and **green energy generation** have led to a significant reduction in CO₂ emissions. The implementation of **energy-efficient measures**, the investment in an **energy management system** and the **installation of solar panels** have collectively reduced our CO₂ emissions in energy by **82%**. These efforts are crucial for managing Scope 2 emissions, which encompass indirect emissions from purchased energy. Moreover, we apply the **UNSDG** and **GRI frameworks** to ensure comprehensive sustainability reporting aligning our efforts with global standards and promoting transparency and accountability in our operations.



82% CO₂ reduction in energy generation

Future Plans

We are committed to further reducing our Scope 2 emissions. To achieve this, we plan to transition entirely to renewable energy sources by 2030, **expanding our solar capacity** and **developing AI-driven energy optimization**. These future plans will help us continue to **minimize our environmental footprint** and **support our long-term sustainability goals**.

Frameworks aligned with investments: (<https://sdgs.un.org/goals>, <https://www.globalreporting.org>)
 1 - DGS 7,9,12,13; GRI 302 (Energy), 305 (Emissions)
 2 - DGS 7, 9, 13; GRI 302 (Energy), 305 (Emissions)
 Environmental, Social and Corporate Governance (ESG) Report 2024 BlackPebble



THE INVESTMENTS IN SUSTAINABLE SUPPLIER ENGAGEMENT AND BATTERY RECYCLING INITIATIVES AIMED AT REDUCING SCOPE 3 EMISSIONS RESULTED IN A DECREASE IN CO₂ EMISSIONS WITHIN OUR SUPPLY CHAIN

Offset Suppliers CO₂

Invested in **carbon offset schemes** that fund environmental projects worldwide to balance out supply chain emissions, mitigating the overall carbon footprint.

External Battery Recycling

Invested in **battery recycling programs** to recover valuable materials reducing the need for raw material extraction. By doing so, eMotion supports a circular economy, reduces waste, and reduces CO₂ emissions associated with the production and disposal of batteries.

Sustainable Suppliers

Fostered sustained dialogue and education with our **suppliers to promote sustainable practices** throughout the supply chain, significantly reducing the supply chain's CO₂ emissions.

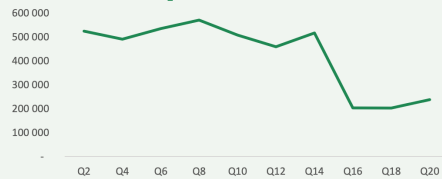
Sustainability Credentials of Battery Supplier

By partnering with suppliers who share our values, we are able to strengthen our overall sustainability efforts. Our battery supplier is committed to **sustainable practices**, ensuring the use of **ethically sourced materials** and implementing robust **environmental management systems**.

Future Plans

Further reduce CO₂ emissions in our supply chain, **enhancing our battery recycling processes** with innovative technologies. Additionally, we aim to **strengthen supplier engagement** to promote greater adoption of sustainability practices across our supply chain.

Scope 3 - CO₂ Emission in Supply Chain (tons)



55% CO₂ reduction in supply chain

Reduction of CO₂ in Supply Chain

Our comprehensive approach to sustainability in our supply chain has led to a significant **55%** reduction in CO₂ emissions in supply chain. The **three investments** adopted have been crucial in achieving our **substantial reduction in supply chain CO₂ emissions**, reinforcing our **commitment to environmental sustainability** and **responsible resource management**.

Frameworks aligned with investments: (<https://sdgs.un.org/goals>, <https://www.globalreporting.org>)
 1 - DGS 12,13,17; GRI 305 (Emissions), 308 (Supplier Environmental)
 2 - DGS 9,12,13; GRI 301 (Materials),305 (Emissions),306 (Waste)
 Environmental, Social and Corporate Governance (ESG) Report 2024 BlackPebble



FOCUS ON GREEN ALTERNATIVES IN INVESTMENT AND FINANCING OPPORTUNITIES WHILE IMPLEMENTING GREEN REPORTING AND DISCLOSURE STANDARDS

CSR Transition

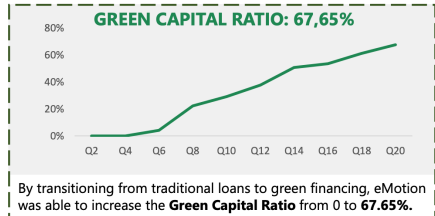
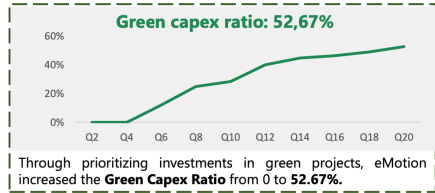
Since the beginning of 2025, eMotion went through a radical **transition towards prioritizing e-mobility, sustainability and CSR**. Through investing in various projects to mitigate emissions of Scope 1, 2 and 3, complemented by several investments into trainings and policies as well as fully transforming our fleet to electric vehicles, we demonstrate an **excellent financial track record**. In addition, eMotion was able to explore **new green financing options** which contribute to the reduction of capital cost and in turn increase the net present value of investments, thereby **contributing to value creation**.

Key Investment Areas

- Water Consumption Reduction
- Waste Reduction
- Renewable Energy
- Battery Recycling
- Sustainability Training
- Fleet Transformation

SASB STANDARDS **TCFD** TAKE FORCE IN CLIMATE-RELATED FINANCIAL DISCLOSURES

eMotion has integrated both the TCFD Framework and SASB Standards into its sustainability strategy to **enhance transparency in financial disclosures**. By adopting TCFD recommendations, we focus on **governance, strategy, risk management, and climate-related metrics and targets**. Additionally, using SASB Standards, we disclose industry-specific sustainability metrics such as **greenhouse gas emissions, energy consumption, and waste management**. This approach contributes to better assessing and managing the financial impacts of climate risks and opportunities, as well as to **improved communication and transparency** of our commitment to sustainable business practices.



Future Plans

We aim to further enhance the green capex ratio and prioritize ESG investments. Specifically, we want to extend our use of renewable energies and develop innovative solutions for battery recycling and disposal. Moreover, we will establish green financing options for our innovative subscription-based segment.

- ### CO₂ Penalty/bonus
- Through prioritization of sustainability and electromobility: **No Penalties**: flat emissions below allowances since quarter
 - Cumulative CO₂ Bonus of **\$703.70M**.



EMOTION IS EMPOWERING A SUSTAINABLE FUTURE THROUGH COMMITMENT TO DRIVING DIVERSITY, ENHANCING EMPLOYEE SATISFACTION, AND ACHIEVING SUSTAINABILITY EXCELLENCE

Diversity

48% Women in Management

GRI 405 | SASB | EU Taxonomy
Diversity & Inclusion & Equal Opportunity

Commitment to Gender Diversity
16 women and 17 men in management

Cultural and National Inclusivity
Supporting all ethnic backgrounds

Executive Team
4 women and 3 men in executive team with 5 different nationalities - Dutch, Portuguese, German, Czech, and Norwegian

Employee satisfaction

90% Employee Satisfaction

ISO 10018 | GRI 401 | B Corporation
Quality Management & Employment

High Satisfaction Rates
Long-term goal 90% and above - create positive and supportive environment

Balancing Satisfaction and Expenses
Fluctuating around 90% - balancing wellbeing with expenses

Continuous Improvement
Remain above industry benchmarks, commitment to retention and improvement

Sustainability skill level

24 Sustainability Skill Level

GRI 404 | SDGs | ISO 14001
Sustain. Develop. & Envir. Mgmt Systems

Sustainability At the Core Of The Business
All departments invest in sustainable projects (water reduction, electric cars, etc.)

Ongoing Skill Development

- Personal development - above 70% of employees undergo special sustainability personal training
- Company development, - ongoing efforts to enhance these skills through targeted training and programs

Sustainability training for employees

65 Sustainability Management Skill

GRI 404 | TCFD | IRIS by GIIN
Training and Education & Risk Management

Goal: Reach score 65 so that we could invest in all the Scope 1-3 projects

3 Step Development:

- Sustainability policy Training
- Sustainability Policy Training
- Sustainability Awareness Training

⇒ **qualification for green bonds and investments**

Future Plans
Short term - **Implementing a comprehensive workforce transformation plan - Internal Upskilling and Reskilling** (maintaining a competitive edge, retention of current employees)
Long term - Support all affinity groups (LGBTQIA+) and different backgrounds, Equal pay, Removing bias, Foster a friendly and supportive environment, Improve work-life balance

Figure 11: Sustainability Skill Level

Source: Own Figure – Data from BiP Industry Master’s Simulation. 2024.

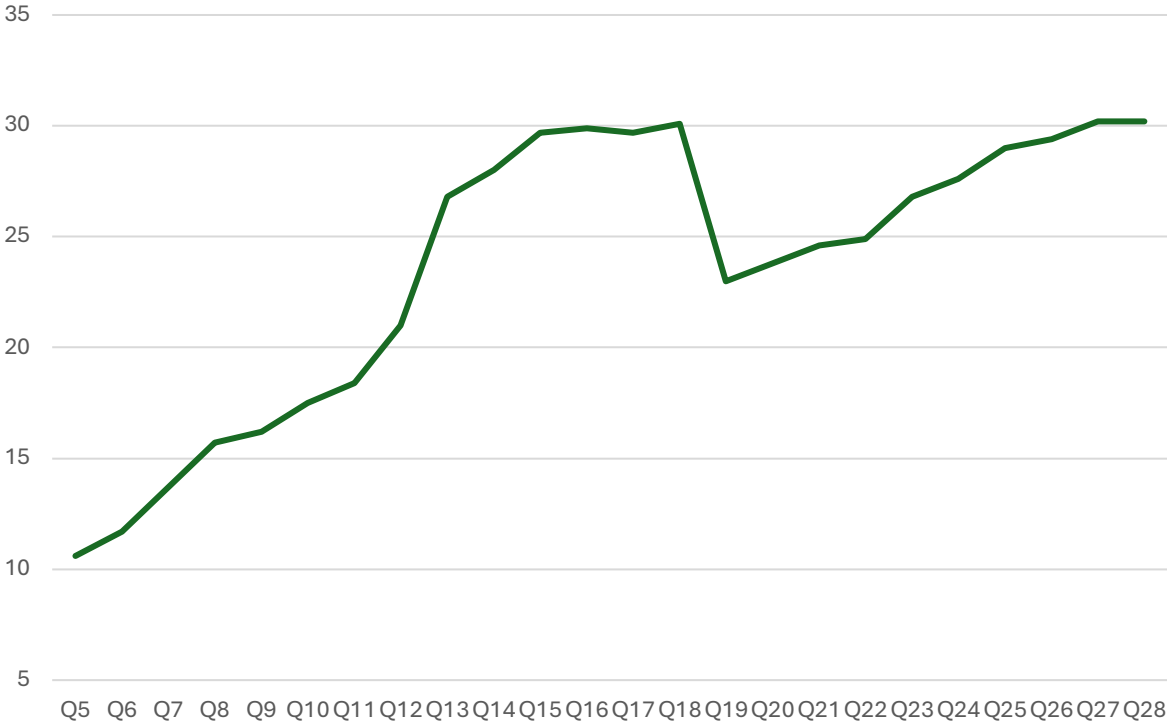


Figure 12: Employees’ Satisfaction [in %]

Source: Own Figure – Data from BiP Industry Master’s Simulation. 2024.

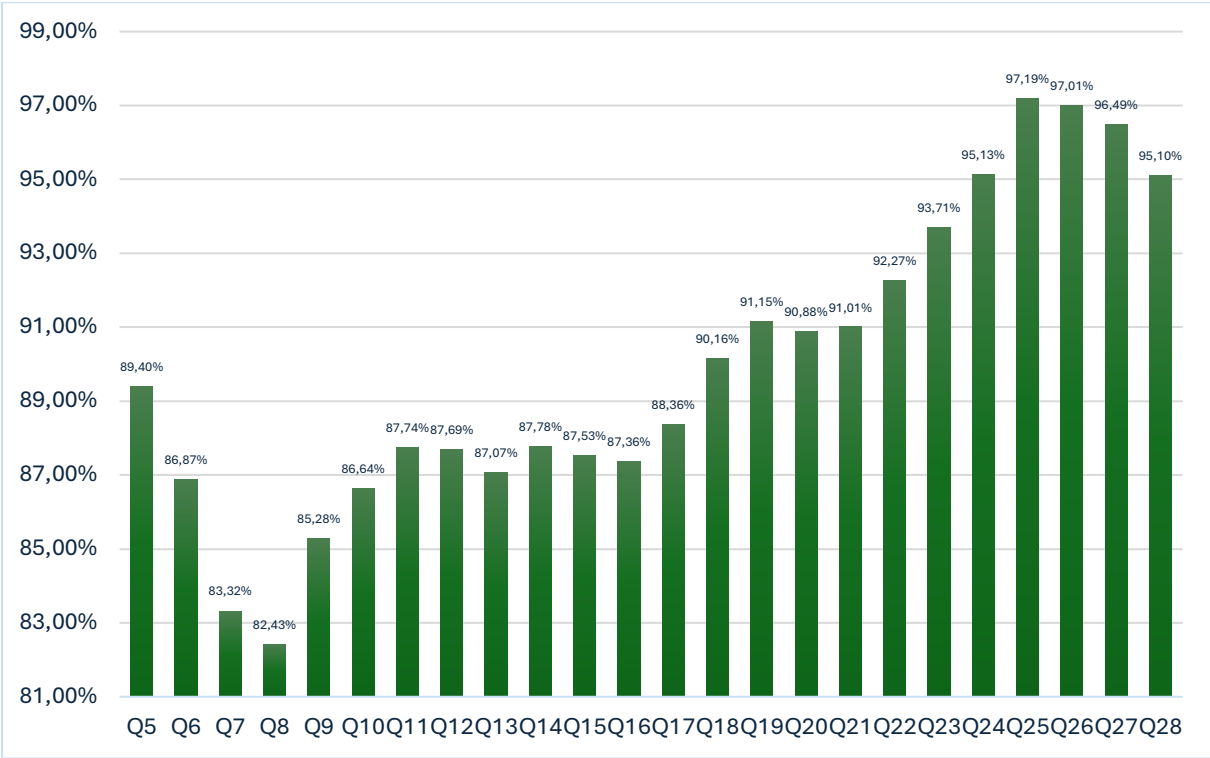


Figure 13: Runner-Up Prize for eMotion

Source: Industry Master's Presentation. 2024.

NOVA
NOVA SCHOOL OF
BUSINESS & ECONOMICS

BMW

Team eMotion

Ana Trigo
Sebastian Thiermann
Tereza Keltyckova
Georg Baumann
Alexandra Reichert
Annabel Schildkamp
Pedro Padrão

Powered by:
IndustryMasters
LEADING BUSINESS SIMULATIONS

Runner Up prize

Second Highest Value Added: \$4,210.30M

Figure 14: The Five Dysfunctions of a Team by Patrick Lencioni

Source: Own Illustration. Based on Joosr (2015).



Figure 15: The Five Dysfunctions of a Team by Patrick Lencioni

Source: Own Illustration. Based on *Insights Discovery*® and Fernandes (2024).

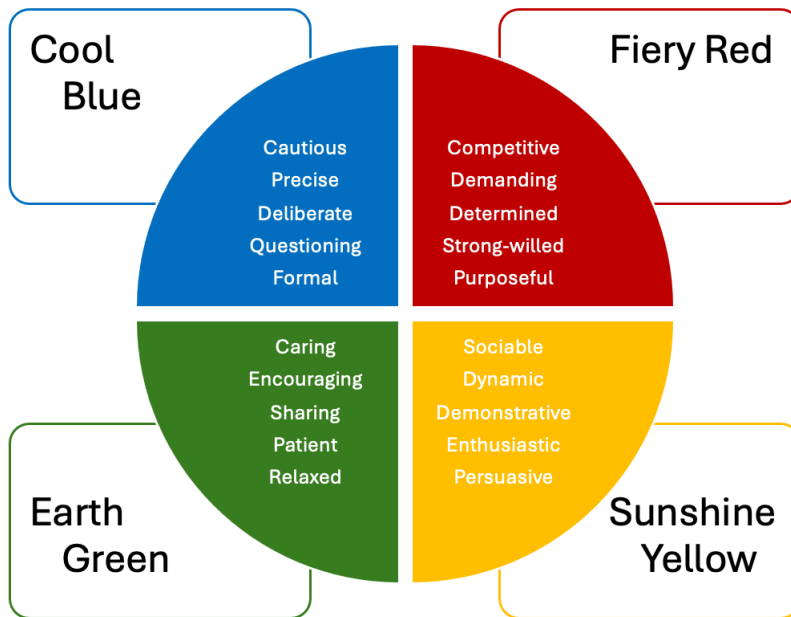


Figure 16: Peer & Self-Assessment

Source: Fernandes (2024) based on the Team's responses.

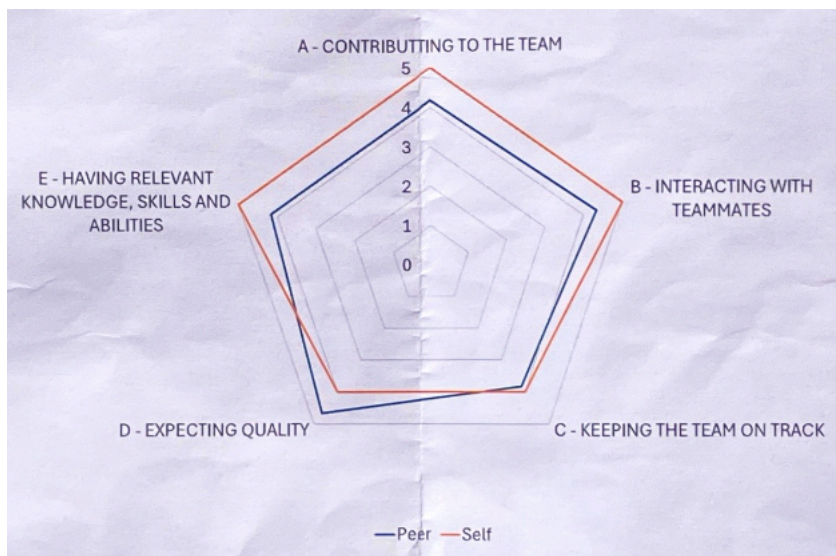


Figure 17: Executive Personality Type ESTJ

Source: 16Personalities (2024).

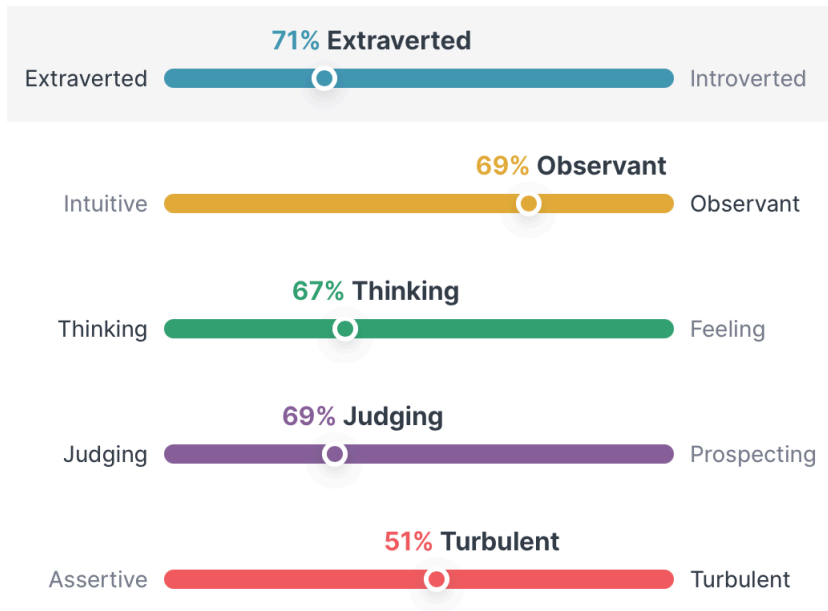


Figure 18: eMotion Team Charter

Source: Team's Illustration. 2024.

BIP Group 6		Charter	
<p>Culture</p> <p>Attendance Required for every meeting, if late inform the rest</p> <p>Performance Active participation inside & outside BIP hours</p> <p>Time Management Assignment of time manager Goals at the beginning of every meeting</p> <p>Communication Channels: teams (docs) & whatsapp (comm)</p> <p>Etiquettes/Attitude No phones during meetings Let each other speak fully Don't insult</p> <p>Have Fun! Every week at least 1 lunch with all 7 Bring a new joke</p>		<p>Roles</p> <p>Moderator Manager (rotates) Moderated the meetings</p> <p>Notes Manager (all) Taking notes of all own department and sharing these in teams</p> <p>Tip/Top Taker (Sebastian) Takes all tips and tops after every decision moment</p> <p>Time Manager (Georg) Makes sure we are efficient and take decision on time</p> <p>Happiness Manager (Tereza) Makes sure energy stays high (taking breaks) and takes snacks</p>	<p>Core Values</p> <ul style="list-style-type: none"> Accountability Reliability Honesty Open Mindset Active Participation Respect Energy Flexibility
<p>Decision Making</p> <ul style="list-style-type: none"> Use a collective model approach Evaluate risk and use a time goal Give arguments when having an opinion When deciding make a round and hear everyone If needed: use a voting system 	<p>Conflict Management</p> <ul style="list-style-type: none"> Face-to-Face Feedback: use sandwich model and make Put yourself in someone's shoes: to understand others needs and perspectives Use Tip/Top moment: To reflect about resolved conflicts and provide feedback for the next time 		
<p>Agreements all members sign this charter to adhere to and follow the team culture and values, learn from and with each other and create a memorable experience!</p>			