

Introduction

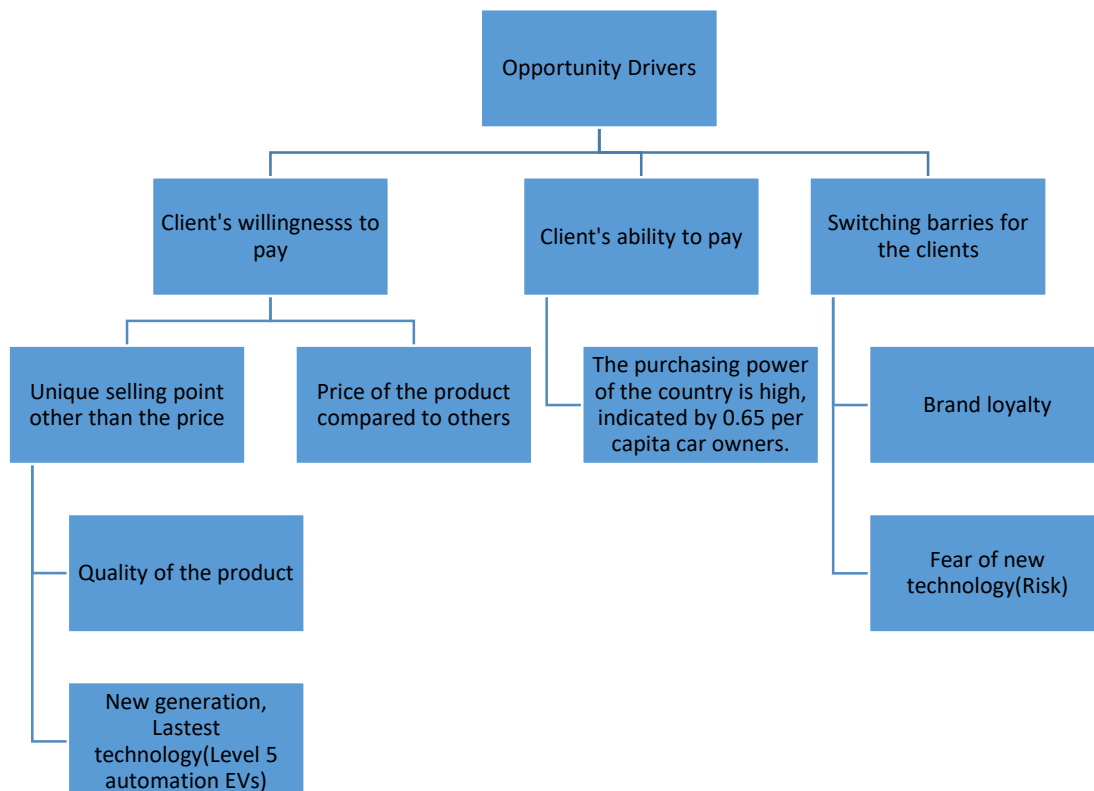
SparkSwift is market-leading company which holds a dominant position in the East-Asia markets. The company has a presence in over 85 countries through sales and operations. Its head office is in Singapore which operates two manufacturing plants in Shenzhen, China, and Banting, Malaysia. With two decades of experience in level 2 automation in EV manufacturing. SparkSwift now holds the capabilities of level 4 automation.

Esperanto, a European country has recently legalised level 5 autonomous EVs, which opens up an opportunity for the company to establish itself with level 5 autonomous EVs as an early entrant. With a population of over 80 million and a per capita of 0.65 in-car owners, Esperanto is an ideal market for level 5 autonomous EVs. With a market share of 5% in Europe held by SparkSwift, they could develop level 5 automation, due to the technological advancement of the task, which needs a high level of sophisticated artificial intelligence algorithms.

This leads the company to seize the opportunity by acquiring AutoSynth, a supplier of automotive AI-based Company in Sao Paulo, for which SparkSwift is already a client. Or look into other alternatives to enter the Level-5 EVs.

This report aims to examine the opportunity for SparkSwift to enter into Esperanto's level 5 automation market.

1. OPPORTUNITY DRIVERS



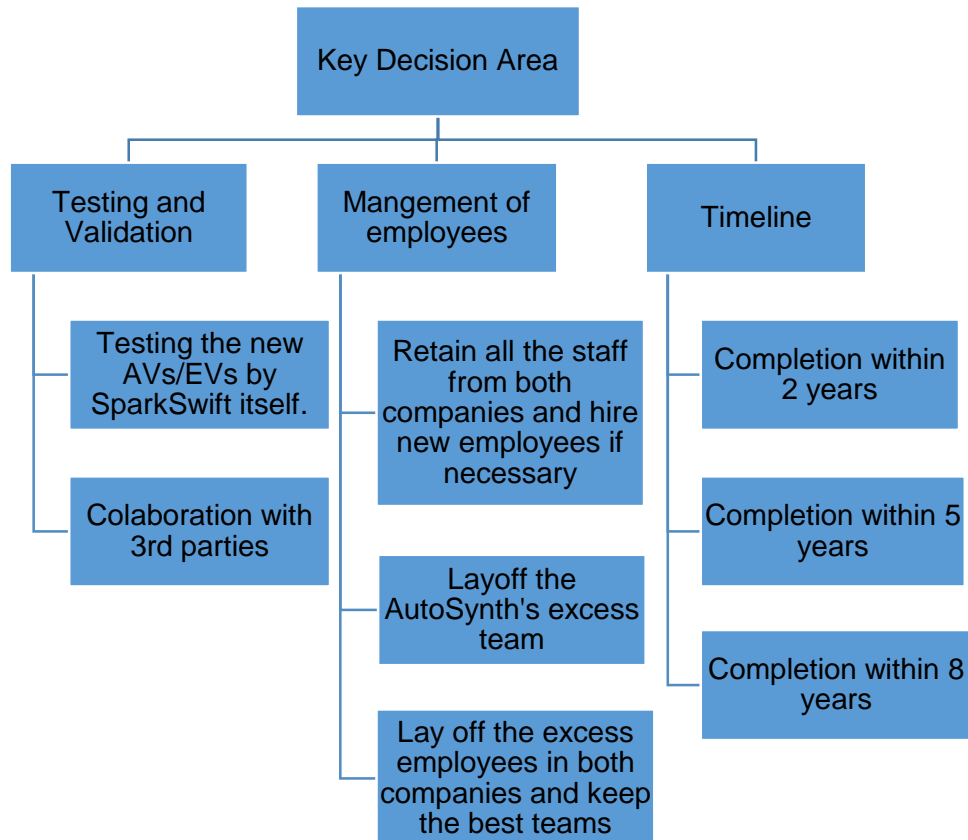
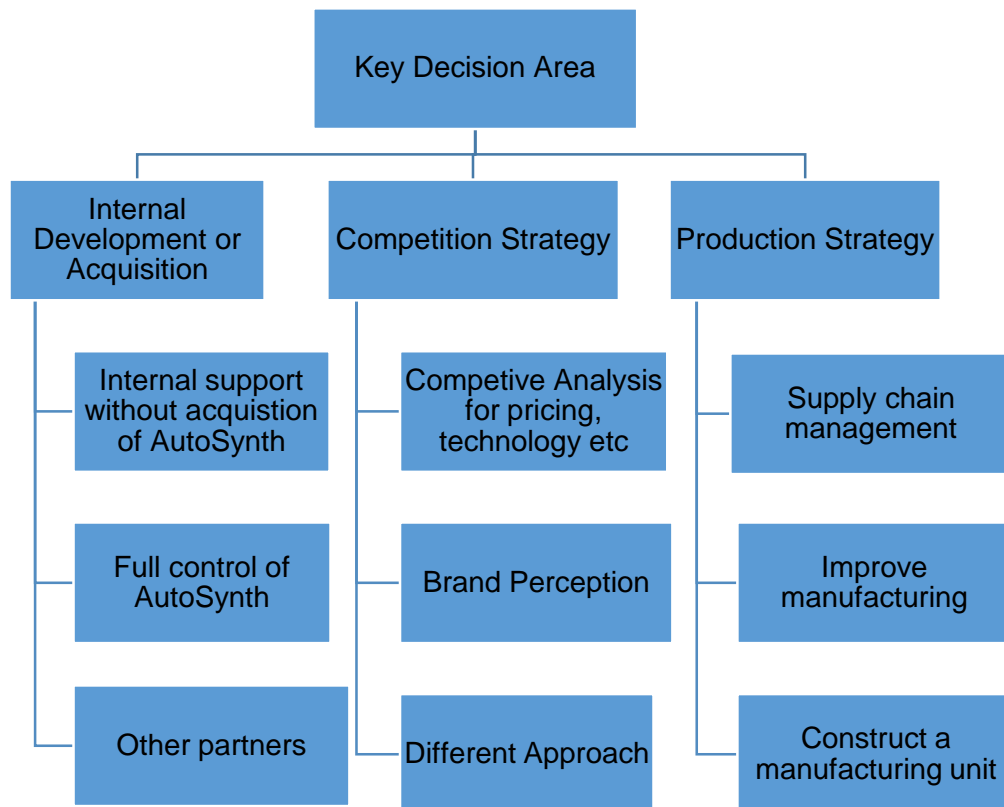
Result gap:

SparkSwift currently does not possess the capability to develop the level 5 automation.

Opportunity Statement	
Achieved result	SparkSwift has a 5% market share in Europe
Disturbing event	Esperanto legalising Level-5 autonomous EVs
Desired result	To develop the level 5 automation EVs
Key question	Should SparkSwift acquire AutoSynth to develop level 5 autonomous EVs?
Stakeholders	<ul style="list-style-type: none">• SparkSwift stakeholders• AutoSynth stakeholders• Esperanto government• The customers of Esperanto• SparkSwift and AutoSynth employees• Current consumers
Criteria	<ol style="list-style-type: none">1. Technology availability2. Maximize technological advancement3. Maximize market penetration4. Compliance with the government's regularities5. Minimize safety concerns for the public6. Employee management
Constraints	<ol style="list-style-type: none">1. SparkSwift's market share2. The time needed to develop level 5 autonomous vehicles3. Resource allocation to the development and the current demand4. Strategic alignment of AutoSynth

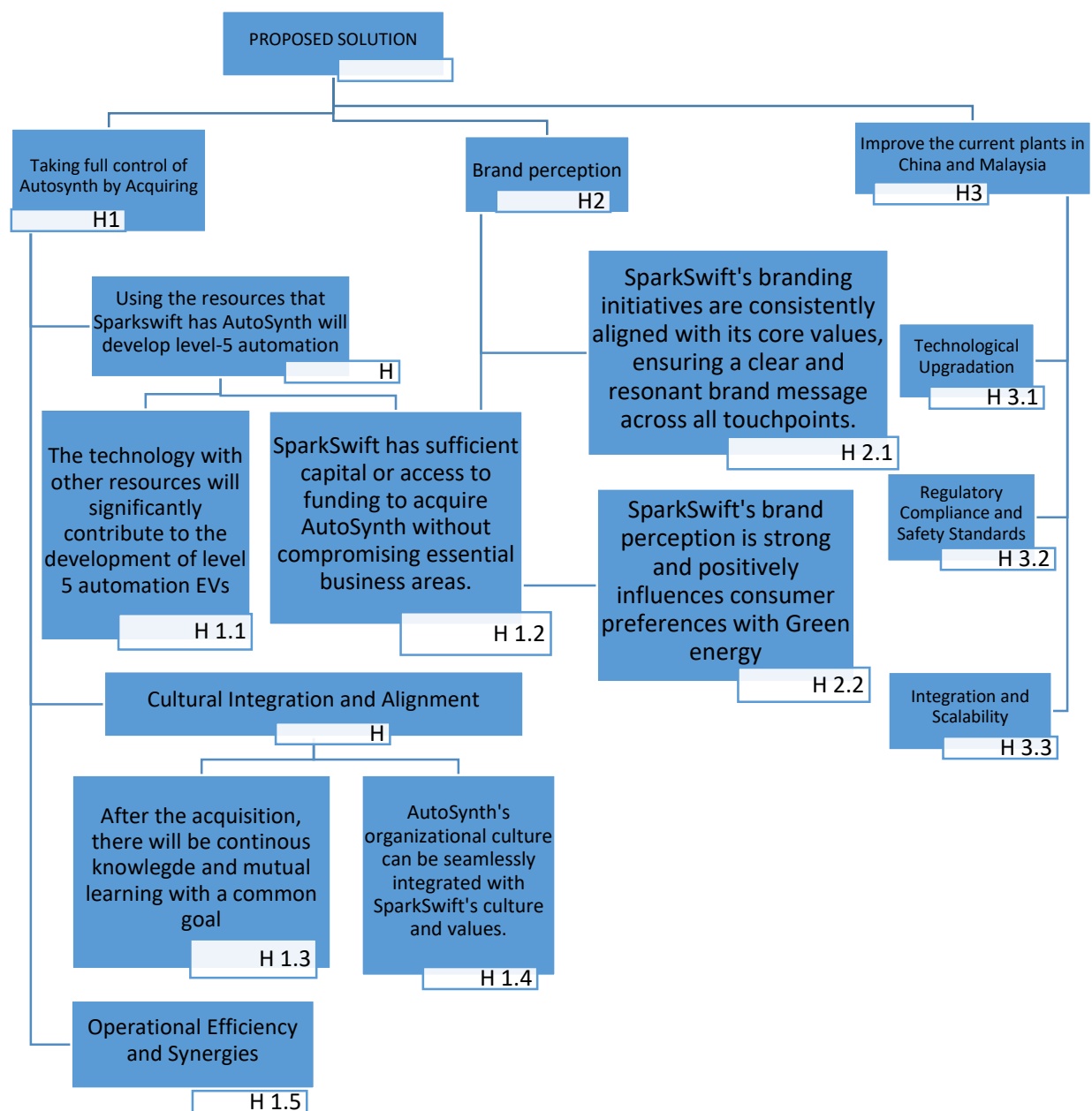
Assuming that AutoSynth has level 5 automation capabilities

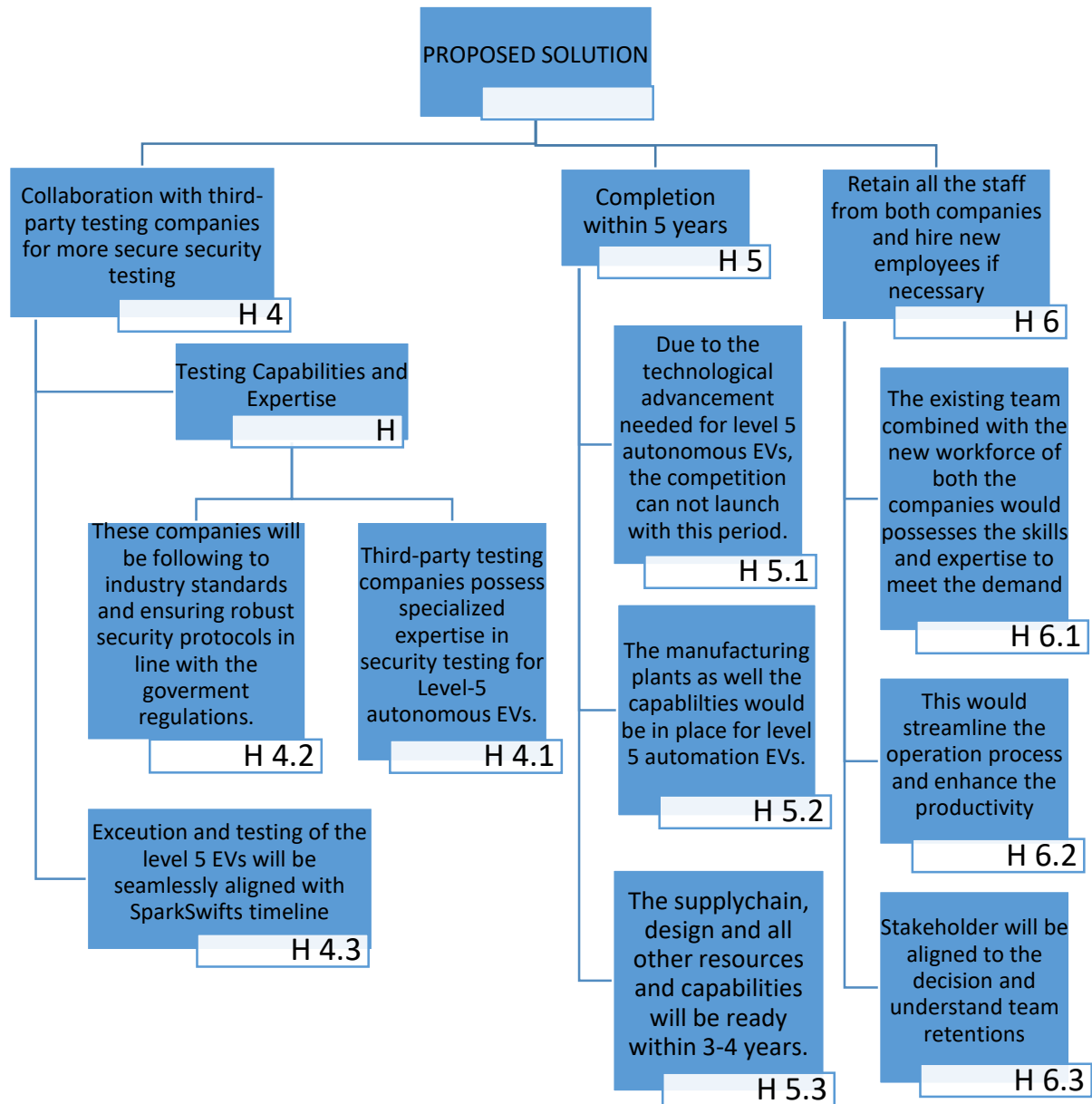
2. KEY DECISION AREAS



3. PROPOSED SOLUTION

- Taking full control of AutoSynth by acquiring them
- Using Brand perception we can overcome the competition
- Improve the current plants in China and Malaysia to incorporate level 5 automation.
- Collaboration with 3rd party testing companies for more secure security testing
- Completion within 5 years
- Retain all the staff from both companies and hire new employees if necessary

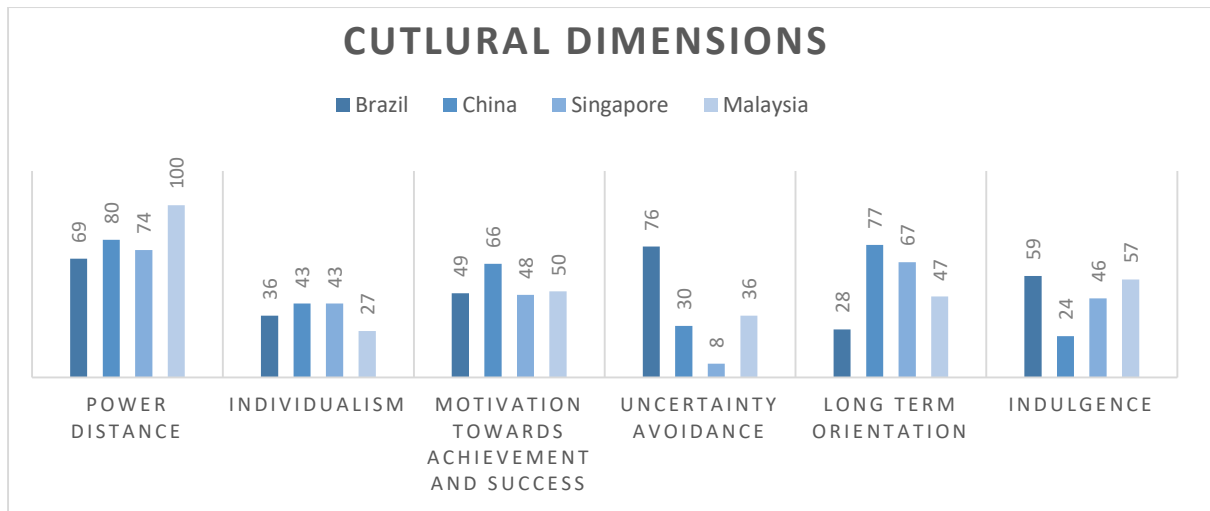




4. CUTLURAL FACTORS

According to Professor Geert Hofstede's (Geert Hofstede, et al., 2010), there six dimensions that would help us to understand how different cultures and people approach different aspects of their life, this can be explained in 6 different cultural dimensions, such as Power distance, Individualism, Masculinity/Femininity, Long/Short Term Orientation, Indulgence, Motivation towards Achievement and Success

Countries	Cultural Dimensions	Scored achieved
Brazil	Power Distance	69
China		80
Singapore		74
Malaysia		100
Brazil	Individualism	36
China		43
Singapore		43
Malaysia		27
Brazil	Motivation towards Achievement and Success	49
China		66
Singapore		48
Malaysia		50
Brazil	Uncertainty Avoidance	76
China		30
Singapore		8
Malaysia		36
Brazil	Long Term Orientation	28
China		77
Singapore		67
Malaysia		47
Brazil	Indulgence	59
China		24
Singapore		46
Malaysia		57



Here, the data represent each of the cultural dimensions of each of the countries. This is shown as the table and the graph, this data is taken from the culture factors website and their tool is used to identify this.

Using these six cultural factors, the assumptions above have been analysed. The factors that are more prominently shown are Power distance, Uncertainty avoidance Individualism, and collectivism.

- When the employees of both companies are merged together, everyone is involved in decision making hence **less power distance** is involved.
- To enhance the productivity of the team, employees work collectively which shows **collectivity** than individuality.
- Combined skills ensure meeting demands due to the structured approach hence **uncertainties** are avoidable

5. METHODOLOGY, DATA, ETHICAL ISSUES

Solution	Assumptions	Methodology	Data	Ethical issues
Taking full control of Autosynth by Acquiring	H 1.1	Technical specifications of AutoSynth's AI algorithms, patents, research publications, Pestale and SWOT analysis	Online research, Field market research, All internal project-based data	Data breach
	H 1.2	Cost estimation, team analysis	Company's data on available resources	Privacy breach
	H 1.3	Company's HR surveying about the compatibility	Surveying team and identifying the key factors	Confidentiality breach
	H 1.4	Analysis of the team's compatibility data	Questionnaires	Privacy breach
	H 1.5	Compatibility analysis of AutoSynth's technology with SparkSwift's infrastructure and systems, Operational Analysis	Project analysis, execution, Production records, operational metrics	Confidentiality breach
Brand perception	H 2.1	Market research analysis, comparative analysis of its competition,	Studies of market perception and competitive analysis. Marketing	Issues with gaining access to competitors' information

		Audit, and monitoring	analytics and social media engagement	
	H 2.2	Sales data, Surveys of consumer's preferences. Brand perception survey	Internal data, Market surveys	Confidentiality breach
Improve the current plants in China and Malaysia	H 3.1	On-site evaluation of the infrastructure, Technical analysis	Blueprints for plants, machinery inventory, technical capabilities	Data collection accuracy and reliability
	H 3.2	Legal review using a legal consultation, testing, and evaluation of the safety standards	Local and international regulations, compliance documentation, legal advisories, industry guidelines	Ensuring up-to-date and accurate interpretation of regulations, confidentiality of safety data
	H 3.3	Analysis of Performance Metrics, Technology Audit, Compatibility Testing	Reports on manufacturing efficiency, Quality assurance data, Level-5 automation requirements, and reports on technology compatibility	Ensure accuracy in assessing production and quality improvements,

Collaboration with third-party testing companies for more secure security testing	H 4.1	Security assessment, analysis of historical data	Technical expertise reports, Testing protocols, ethical guidelines	Ensuring ethical treatment of data, Privacy of data
	H 4.2	Ethical review, legal review, protocol Assessment.	Security protocols, penetration testing reports	Privacy breach
	H 4.3	Client references, Testimonials, Case studies	Project portfolios	Privacy breach
Completion within 5 years	H 5.1	Market research, competitive analysis, and Industry analysis	Surveys, Competitive report, and Industry report	Confidentiality breach
	H 5.2	Plant inspection and estimation, technology evaluation	Reports of infrastructure, technical readiness assessments, expert evaluation	Confidentiality breach
	H 5.3	Supply chain analysis, resource planning	Supply chain reports, Resource reports	Respecting intellectual property rights and maintaining confidentiality
Retain all the staff from both companies and hire new employees if necessary	H 6.1	Performance evaluation, comparative analysis	Performance review, productivity metrics, HR survey data	Fair and consistent evaluation. Confidentiality breach of the individual data
	H 6.2	Surveys and feedback from management, performance	Comparative data from pre and post lay off	Privacy breach

		tracking, skill profiling		
	H 6.3	Surveys, feedback mechanisms	Employee feedback, engagement data	Respecting the employees emotional sentiments, privacy breach

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