PORTFOLIO OF PROJECT WORKS 2021-2024

Business Architecture/ Strategy & Consulting/
Service Design/Smart Cockpit/HMI & Super APP/WMP
Social Media Operation & AIGC

By Mandy Zhang

#/01

BENTLEY SUPER APP PRODUCT DESIGN&PROGRAM GOVERNANCE Phase 1

CASE STUDY 2021-2022

BENTLEY

BENTLEY SUPER APP，THE FINAL VIRTUAL HOME FOR ALL BENTLEY FANS AND CUSTOMERS

Bentley Super APP
The final virtual home
For all Bentley fans
and customers

CHALLENGE

+ In 2022, Bentley would like to build a customer centric digital platform to: Promote the Bentley brand, meet the needs of business ecosystem among customers side, dealers side and OEM, and to provide customers with an extraordinary digital experience which can be combined with existing business operation and systems: BMC CRM, Incadea DMS, etc. Meanwhile, this project should be implemented with new business operation goals and distribution channels, also it's need to be integrated with Customer Journey. Our Challenge was how to define of Luxury Auto on digital experience in China where premium is becoming mass. Where generational divides exist at every 5-year juncture. What are the differentiators for Luxury? Who Leads in Luxury?

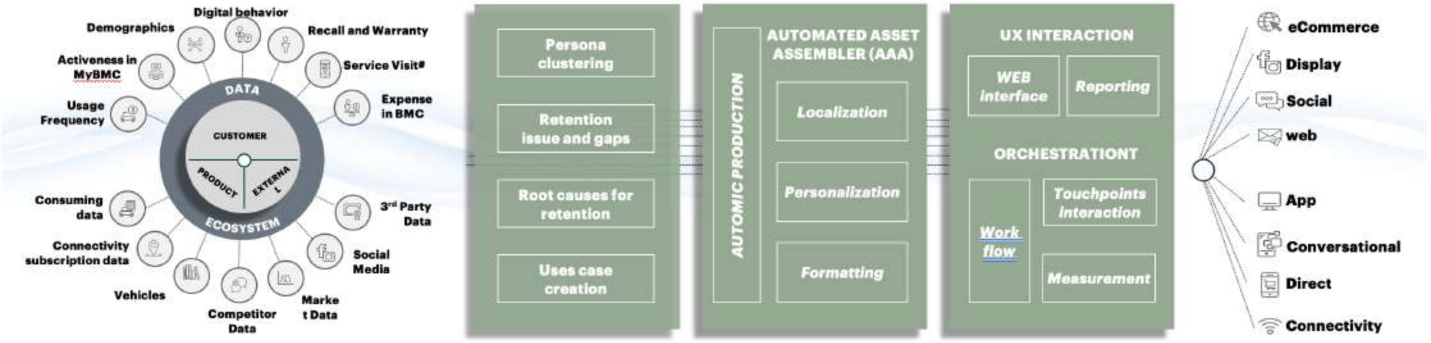
OBJECTIVE

+ The objective aims to help Bentley to understand how the next generation of Chinese consumers are redefining luxury and reactive with Local premium EV brands and setting the bar for seamless, connected experiences. From feature list to luxury experiences, considered key features are already established, decoding digital luxury. Key objectives included: Market & Customer Benchmark, Journey & Feature Validation, Super App Targets, UI/UX Concept, Architecture & Technology Integration, Roles & Responsibilities, Planning & Transition.

Our solution and outcomes

We define how to turn prioritized features into a viable, holistic product in a truly BENTLEY way.
Define overall digital solution as transformation solution and data solution which covered O2O, B2C/B2B customer journey for BMC super APP.

Step **01** — Step **02** — Step **03** — Step **04** — Step **05**



Highlight A

8-Core Channels

To help BMC "Connect The Dots " Along The E2E Customer Journey

- Media web
- Official web
- T-Mall
- WeChat
- Dealer
- OEM APP
- CEC
- Head Unit

Highlight B

5-Steps

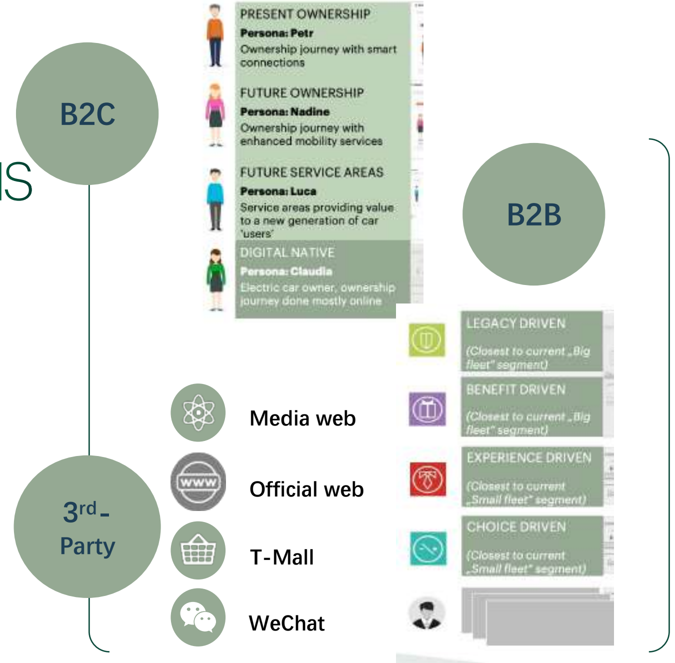
Comprehensive method will be conducted to build digital architecture for BMC

- 01 INTEGRATED DATA SOURCE & ANALYSIS
- 02 USE CASE MAPPING
- 03 CONTENT CREATION
- 04 OMNICHANNEL ENGAGEMENT
- 05 TOUCHPOINTS

Highlight C

3-DIMNSIONS

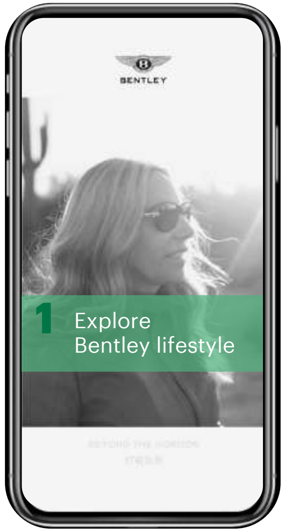
Key deliverables will be offered through 3 dimensions to achieve digital avisionary for BMC



Our solution and outcomes

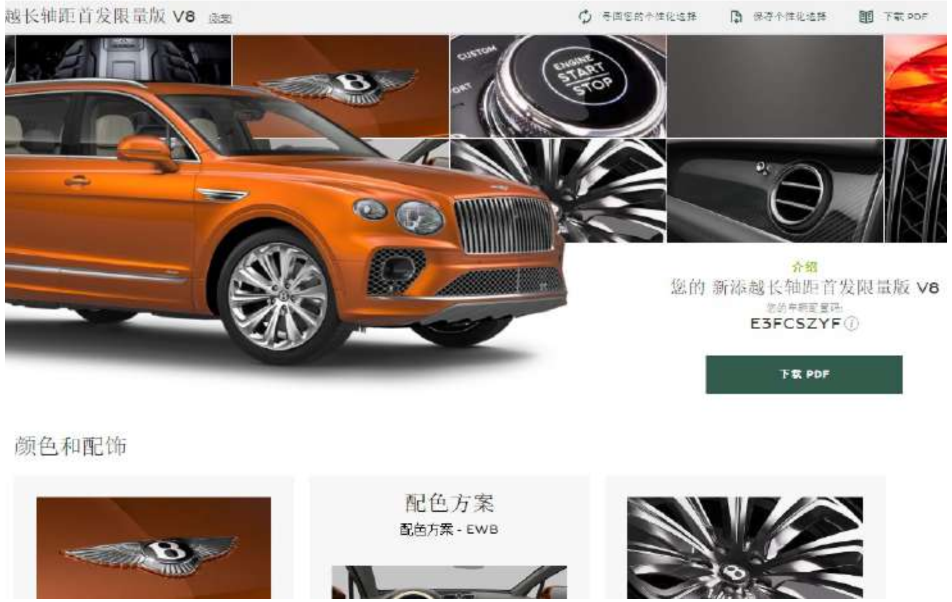
We identified 8 Key Customer Scenarios that cover Major Activities of Bentley fans, leads and customers with Sophisticated Design to raise long-lasting excitement throughout the interaction.

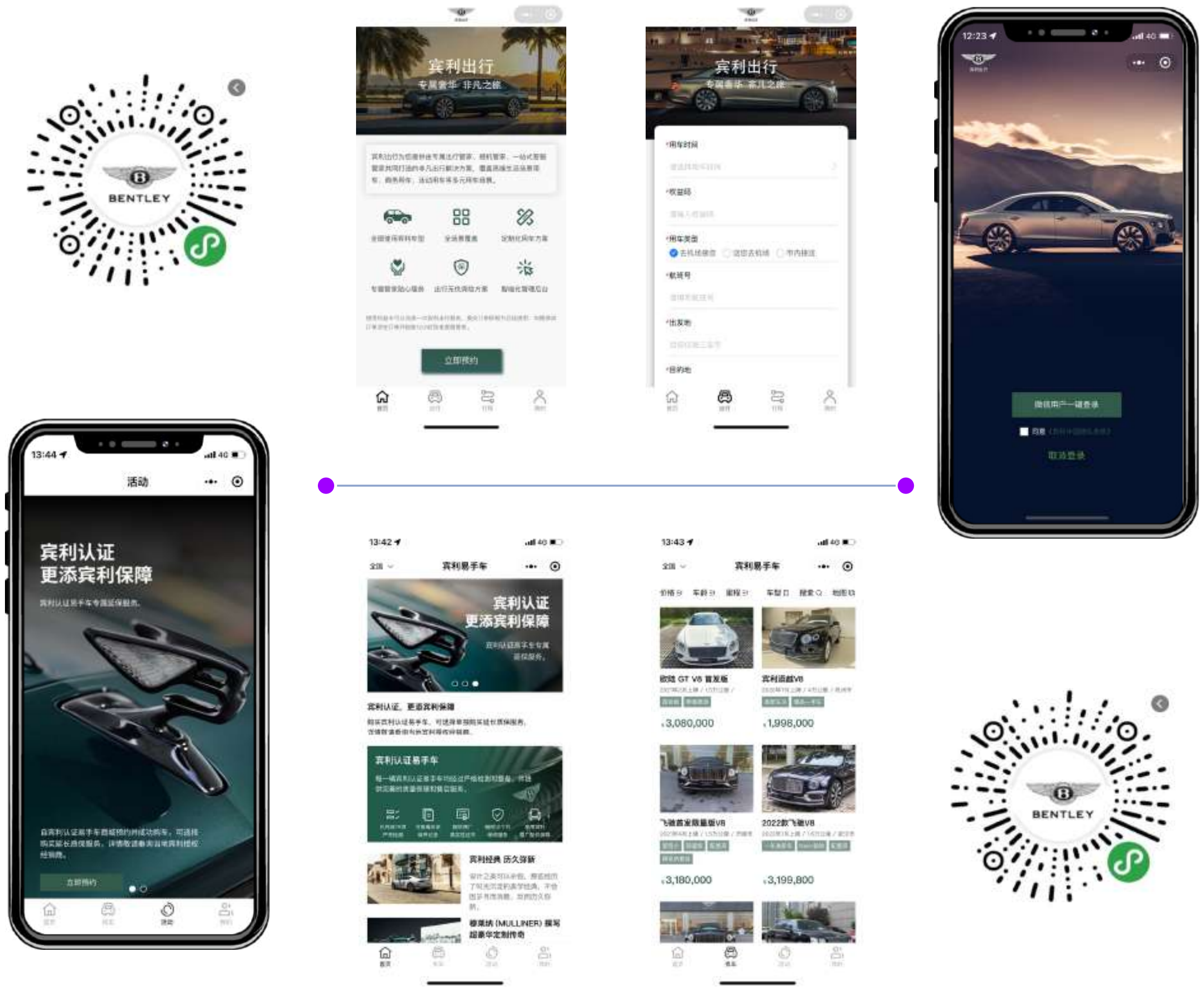
+ Bentley Customer Anticipation
+ Competitor Best Practice
+ Bentley Particular Business Initiatives
+ Dealer Voices



Bentley Super App as an Virtual home

SUPER APP and WeChat Mini Program design includes brand tone, product architecture, functional planning, UX frameworks, prototype design, Hi-Fi UI interface, motion design, etc.





After we completed the first phase of development of the SUPER APP, We developed WeChat Mini Program: lightweight functions, in order to capture potential fans participating in community interactions and test drive activities, and providing car owners with original accessories e-commerce, after-sales services, etc. The design of the WeChat Mini Program is based on APP functions, and design innovative experiences and service extensions for specific target customers, WMP matrix design and operation of "Bentley Travel" and "Bentley Re-Owned Cars" to satisfy B2B and B2C customers in multiple scenarios to enjoy luxurious services.

#/01

BENTLEY SUPER APP PRODUCT DESIGN & PROGRAM GOVER-NANCE Phase 2

CASE STUDY 2022-2023

Bentley Super APP
The final virtual home
For BMC digital transformation solution

+ CHALLENGE

As the Pre-RFP updated points from our client, we should to to build a customer centric digital platform that will be implemented by a package project works: Define over all solution for BMC and digital roadmap, customer journey which is from End-to-End(O2O), Integrating connection of customers and cars by organization and operation etc.,

During the phase 2, Our Challenge was how to set up the integrated data platform tech architecture that can be aligned with BML and overall business strategy in China. To cultivate the high-end market customers awareness and to adapt data modeling with pilot to run the user cases. Finally, we should to make a precisely long-term plan and how to investment at each step by financial and workforce evaluation.

+ OBJECTIVE

From feature list to luxury experiences, considered key features are already established, decoding digital luxury. Key objectives in phase 2 included: Digital transformation and data solution. We would like to develop WeChat Mini Program: lightweight functions, in order to capture potential fans participating in community interactions and test drive activities, and providing car owners with original accessories e-commerce, after-sales services, etc. WMP matrix design and operation of "Bentley Travel" and "Bentley Re-Owned Cars" to satisfy B2B and B2C customers in multiple scenarios to enjoy luxurious services. This objective of the whole project completed could be for a 3-5 years long-term plan.

+ PRE-RFP UPDATES POINTS- PACKAGE 1

- Digital Transformation- Digital Solution
  - ✓ Define overall digital solution for BMC.
  - ✓ Define digital roadmap
  - ✓ Define customer on- and-off line customer journey, with scenario defined (sub journey, customer needs, gap)
  - ✓ Integrating connected car topics
  - ✓ Organization operation capability analysis
  - ✓ Process streamline

- Data Solution
  - ✓ Define BMC whole data solution aligned with BML and overall China strategy
  - ✓ To customer (2C), data user cases
  - ✓ High level customer data solution
  - ✓ Data modeling with pilot to run the user cases
  - ✓ Define business data roadmap (2B) and process, with data user cases

- Feature modification
  - ✓ Voyage feature design
  - ✓ Exclusive functions for Bentley customers, Bentley customer families
  - ✓ Community & connections within circle

- Business case
  - ✓ Strategy investment evaluation

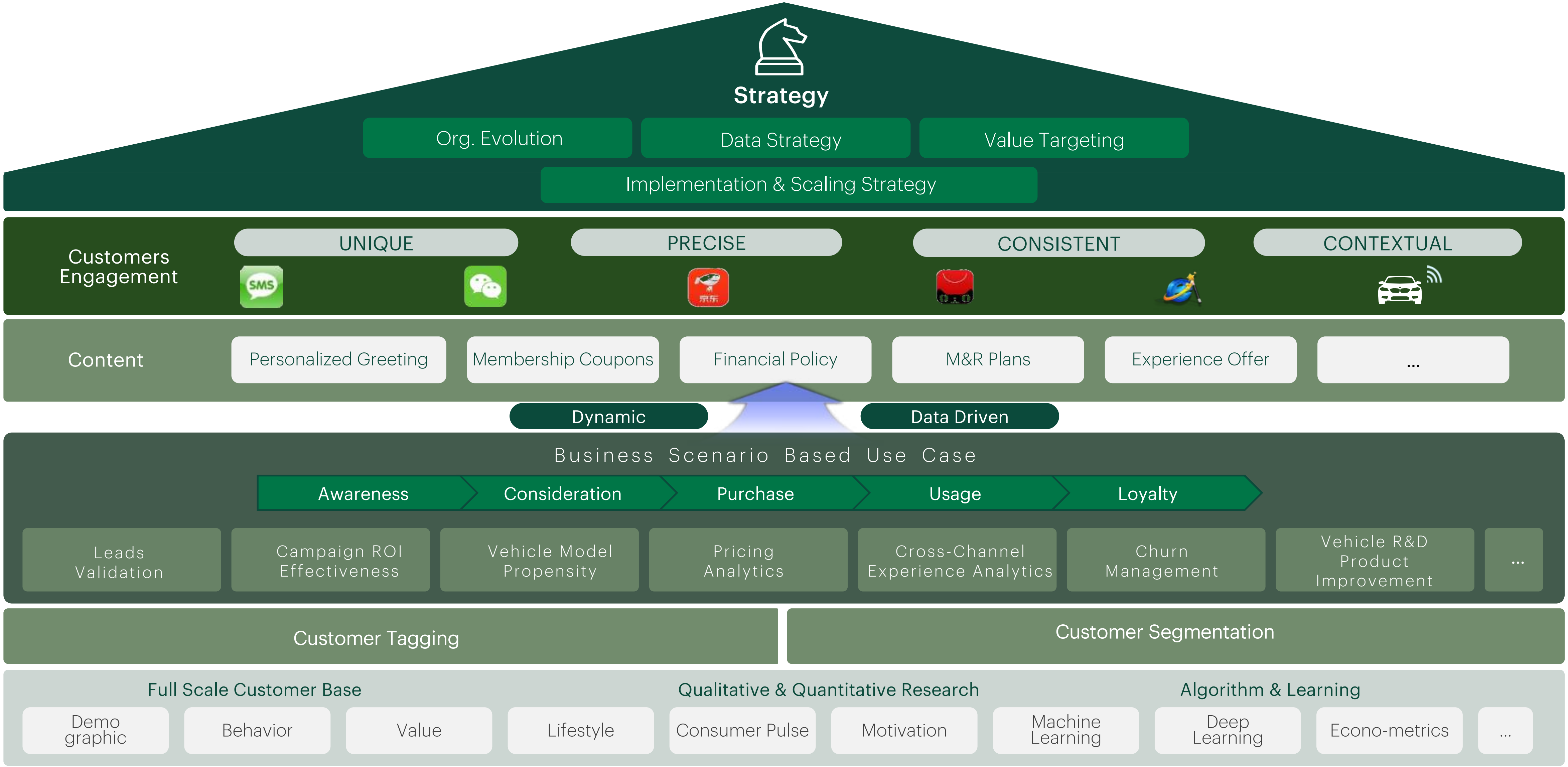
- Branded good and other lifestyle business in digital
  - ✓ Resource
  - ✓ Case sharing
  - ✓ Innovation

- UAB & DAB
  - ✓ Understanding clarification

Our solution of digital platform

Illustration

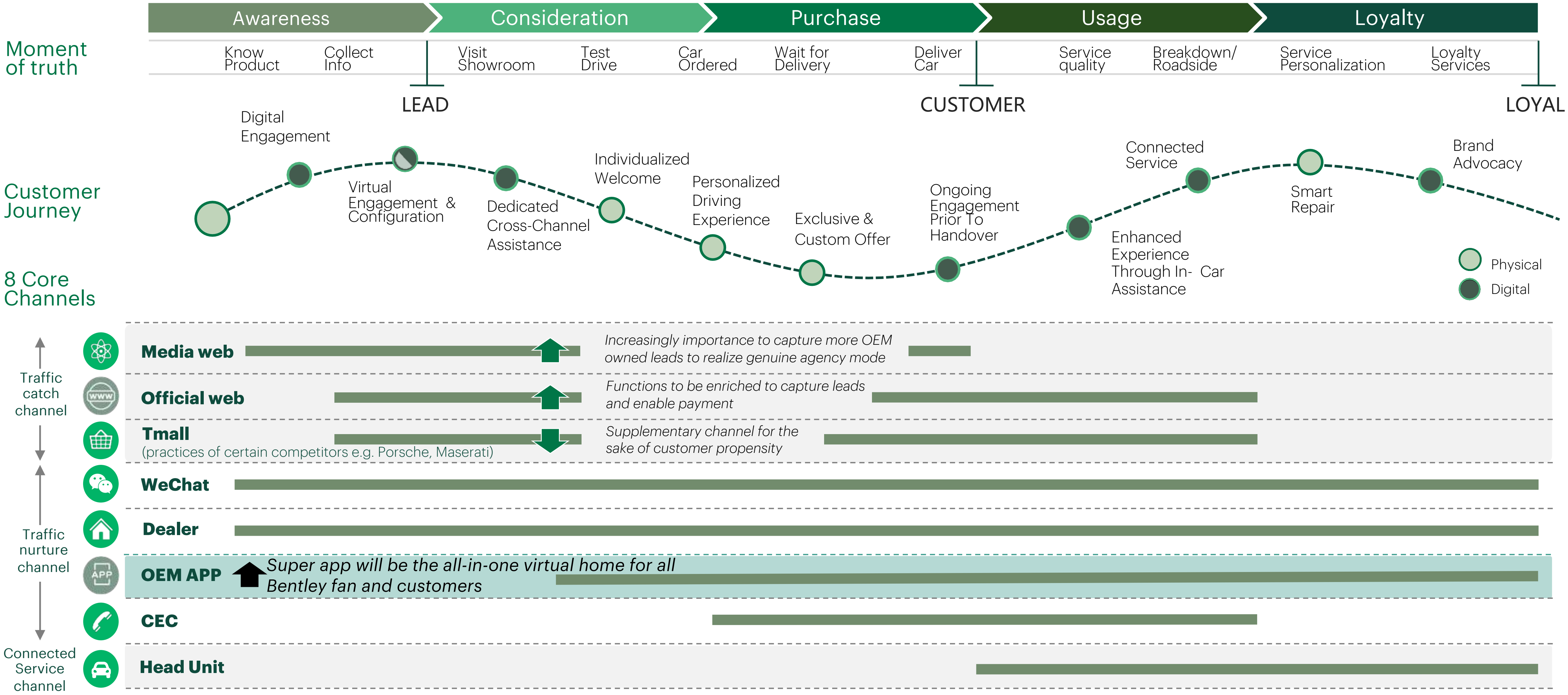
DATA-DRIVEN CUSTOMER OPERATION FRAMEWORK



Our Digital solution of user experience

Illustration

8 CORE CHANNELS TO HELP BMC "CONNECT THE DOTS " ALONG THE E2E CUSTOMER JOURNEY



Illustration

SHAPE AN INTEGRATED CONSUMER PROFILE AND BUILD PERSONALIZED USER ENGAGEMENT LEVERAGING DATA/TAG/SCENARIOS

Data Acquisition/Integration

WeChat, Mini-P →
- Fans
- #Join
- Behavior

Brand site, APP →
- Registration
- Log-in
- Behavior
- Application

Store →
- Purchase
- #Join
- Exp.
- Application

Call center →
- Redeem
- Consulting
- Inquiry

SMS/MMS/EDM →
- Channel
- Engagement

Other engagement channels – interest commerce, digital & social →
- Others
- #Join
- Channel
- Purchase

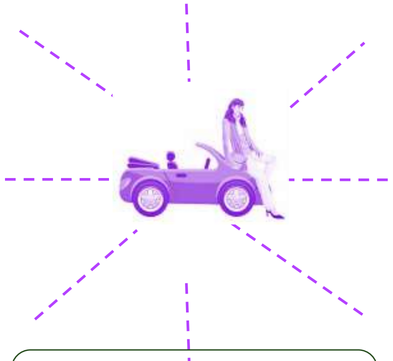
Consumer Data & Tag Enrichment

Basic Info
- CP#
- Name
- Gender
- Contact
- WeChat nick name
- OpenID
- UnionID
- CookieID
- DeviceID
- … …

Value
- Order#
- Purchase Time & value
- Delivery Address
- Purchase channel
- Product info.
- Discount
- ......

Preferences
- In-store
- WeChat/Mini-Program
- eCom
- Store
- WeChat
- SMS/MMS
- 400#
- … …

Loyalty
- Level
- Upgrade date/time
- Points redemption
- Points value
- … …



Interaction
- Campaign ID
- Campaign name
- Campaign channel
- Interested car
- IF registration/in-store
- IF reservation
- … …

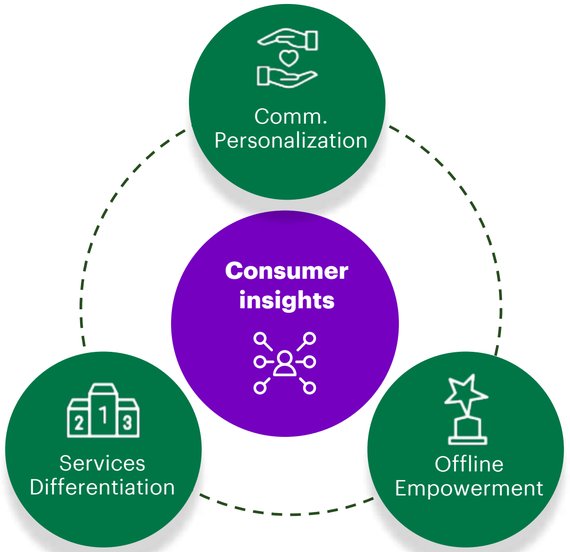
Behavior
- Channel
- Log-in date/time
- Stay-time
- Page view
- Club membership info
- … …

In-store
- Location info
- In-store date/time
- Experienced activity
- Engaging staff
- Interested car
- … …

Services
- Call in date/time
- Consulting program
- CS staff
- Consulting car
- Services feedbacks
- … …

Data Intelligence/Application

- Personalized 1:1 communication based on journey
- User prediction modelling



- 1to1 exclusive services based on in-time consumer 360/data
- customized offline communication based on insights

*private domain scope can be various per different brands

TIME PLAN WITH ROLES AND RESPONSIBILITIES

Illustration

Reception → Test Drive → Order & Payment → Handover → Aftersales

Gate Reception	Showroom Reception	Demand Analysis	Test Drive	Plan Confirmation	Finalizing the Price	Configuration	Vehicle Handover	Handover Doc	Aftersales Services

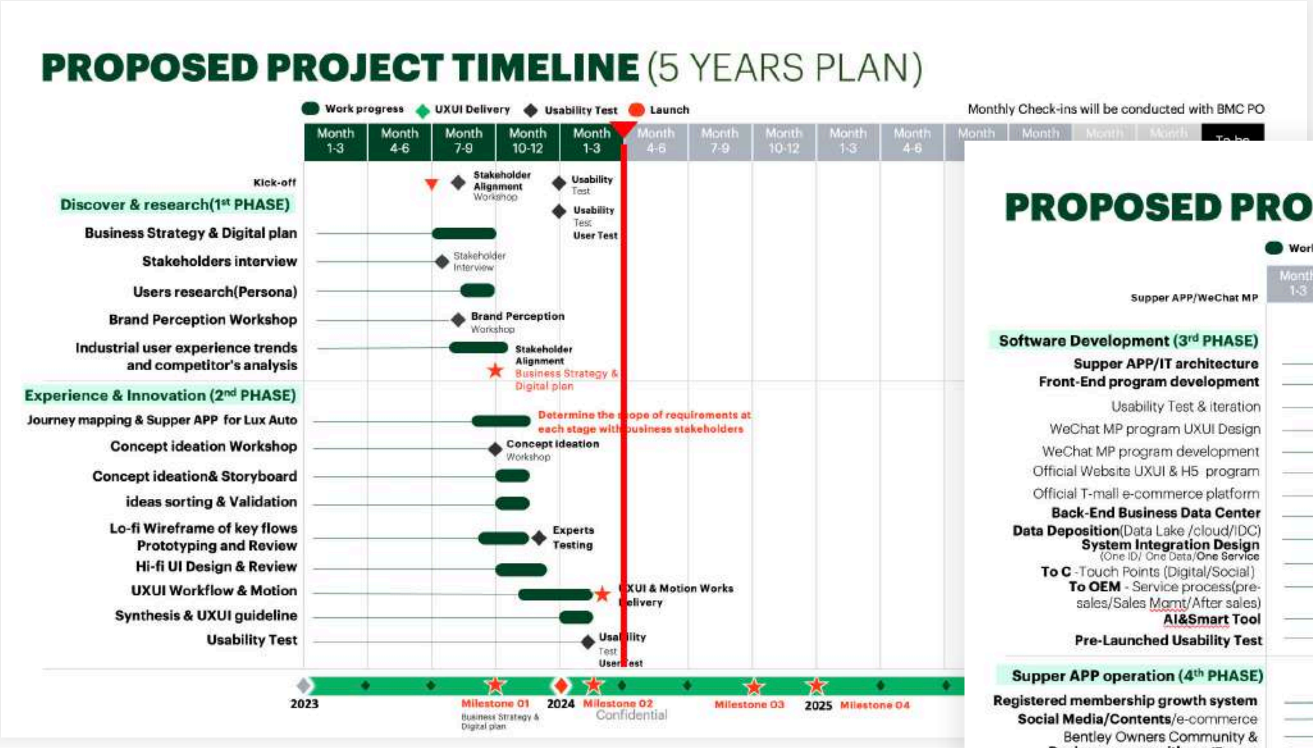
Support from Super App | Support from Super App | Super App

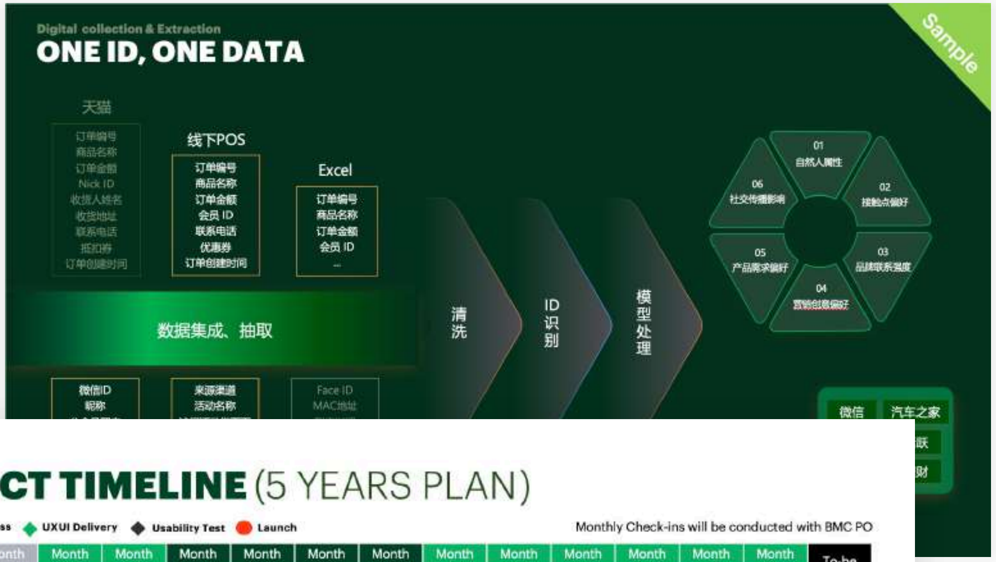
Phase	Content	Time Plan	Dealer Role	Description
1B	Function clarification and verification, business process communication and exploration	2 months	Sales Director/Manager, Service Director/Manager	1. Communication on the current status of the business process 2. Communication on concerns and required support 3. Super App communicates with the system function of the Portal
	Participate in the test	2 months	Sales Manager, Service Manager Sales Agent, Service Agent	Train dealers on system functions by position Simulate the operating system according to each scenario of the business process
	Training before go-live	3 months	Sales Director/Manager, Service Director/Manager Sales Agent /Sales Training Specialist Service Agent /Service Training Specialist	Train dealers on system functions by position

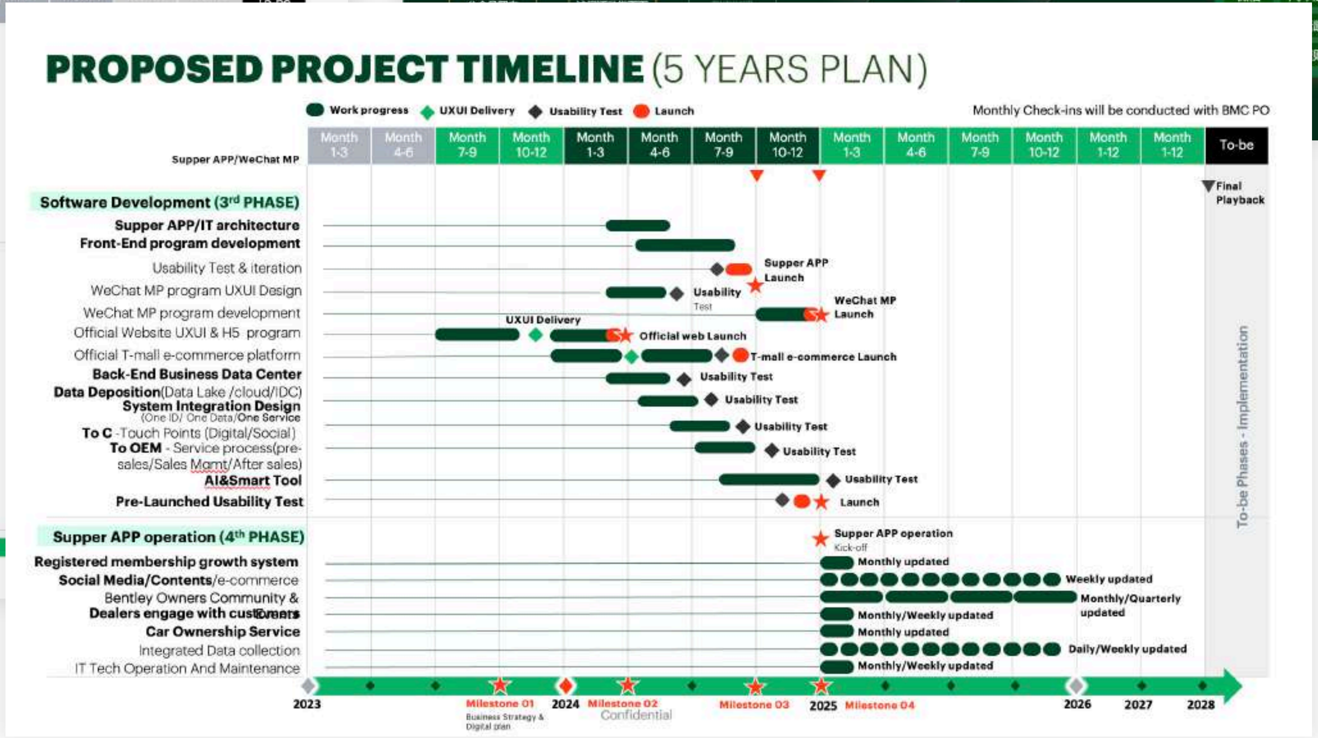
Our Digital solution of Timelines

Illustration

SUPER APP and WeChat Mini Program design Timeline be proposed as 5 years plan that could be developed with one ID, one date platform , innovative technology and operations in the future.

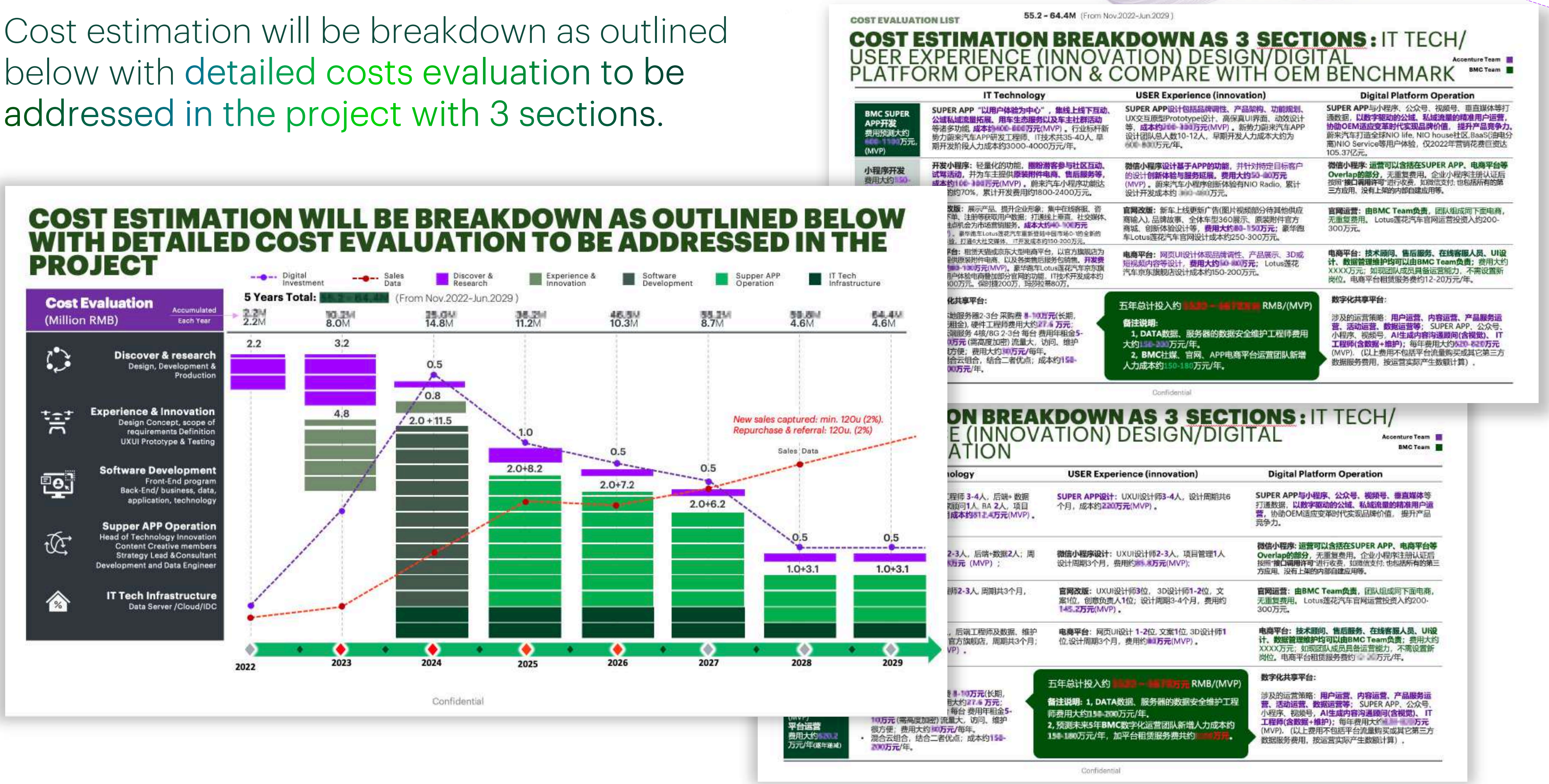






Illustration

Cost estimation will be breakdown as outlined below with detailed costs evaluation to be addressed in the project with 3 sections.



Illustration

TECHNICAL ARCHITECTURE OF NEW MODE

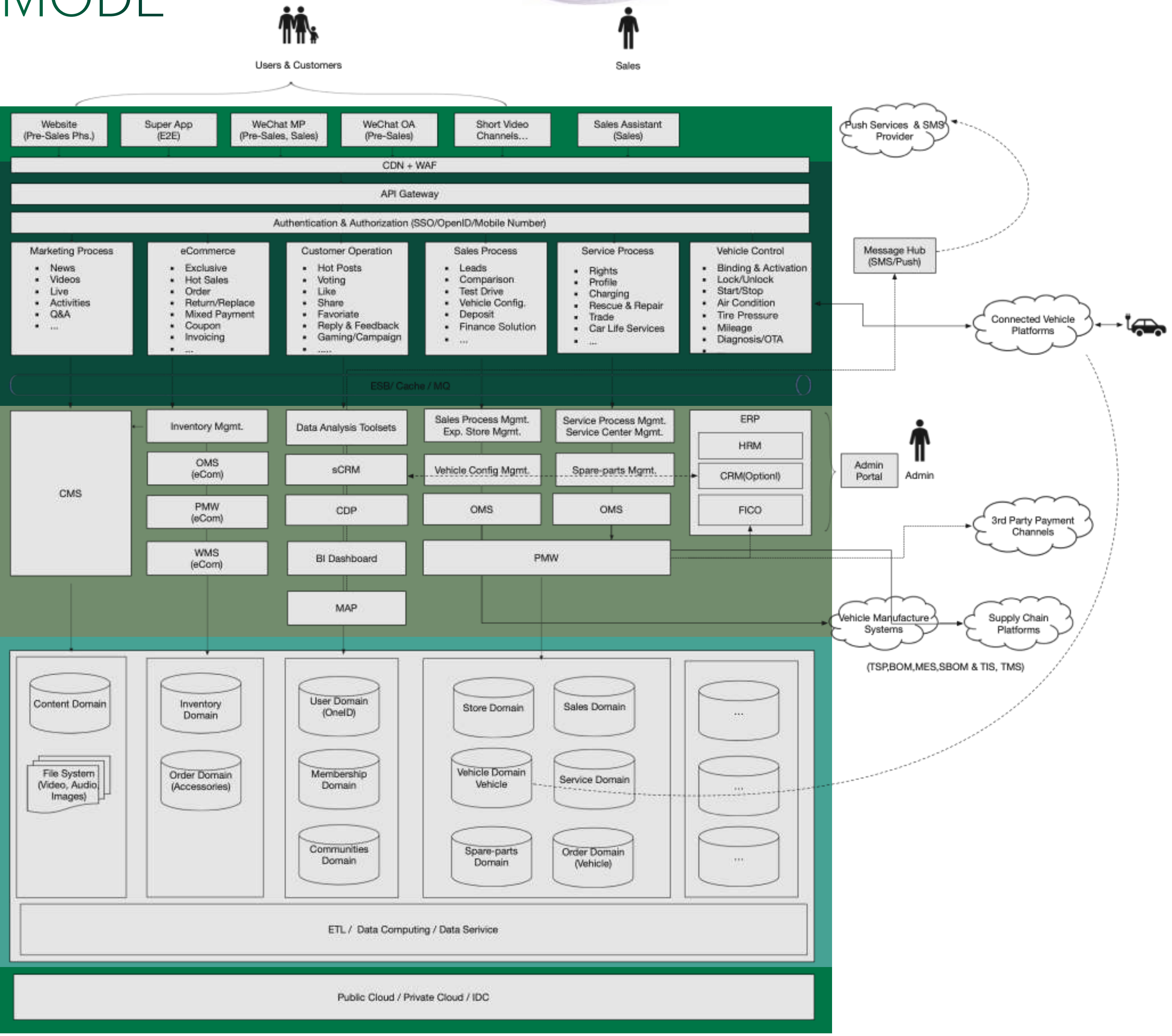
Frontend :
- Web
- App
- Social Media

Business Mid :
- Marketing
- eCommerce
- Customer Ops.
- Sales
- Services
- Vehicle Control
- ...

Backend Sys :
- CMS
- sCRM
- CDP
- MAP
- BI
- Sales Mgmt.
- Store Mgmt.
- Order Mgmt.
- Payment Mgmt.
- HRM
- CRM
- FICO
- ...

Data Lake Layer
- Customer Domain
- UGC
- Inventory Domain
- Order Domain
- Membership
- Store Domain
- Vehicle Domain
- Spare-Part Domain
- Sales Domain
- Service Domain
- Order Domain
- ...

Physical Layer
- Public Cloud
- Private Cloud
- IDC



#/02

VOYAH NEV BRAND INTEGRATED USERS EXPERIENCE PROJECT IN CHINA 2021

CASE STUDY 2021-2023

WE PROVIDED A HOLISTIC USER EXPERIENCE OF DIGITAL PLANNING, UX DESIGN AND OPERATION SERVICES FROM END-TO END FOR A NEW ENERGY HIGH-END MARKET BRAND CAR COMPANY IN CHINA

CHALLENGE

- As a new energy vehicle brand gradually launch on Chinese market in 2021, the client needed to convey its brand value and product experience to end users through UX, How to provide our customers a seamless experience become a big challenge to OEM and stakeholders.
- Based on the actual user experience scenarios online and offline, to establish a holistic user experience journey and touchpoints and plan a user digitalization roadmap from 2022 to the launch of the whole vehicle; it is necessary to ensure the users could be engaged with product through the full-link digital touchpoints, including establishing a complete digital experience closed loop before and during sales.
- Based on the brand DNA and different scenarios of user experience, to help the new EV brand and users establishing consistent and systematic interaction methods and principles. This requires should be conducted with market trend research and competitors analysis in China; to verify and analysis existing functions and products, and providing recommendations.
- Following the users research on this new EV brand, we also should to identify the key experience scenarios of users in the entire digital service journey, to devise corresponding experience plans, and to optimize key data such as retention rate, conversion rate, and activities (PV/UV,MAU/DAU etc.)

OBJECTIVE

- The objective of this project is to establish and design an integrated user experience roadmap from End-2-End with deep dived insights of what's the target users' demands, and co-operated with customers to innovate for the EV Auto products optimization in the future.

WE PROVIDED AN USER EXPERIENCE PROJECT AND THE WORKS SCOPE THAT CONTAINED 7 MODULES

01/ Define the full-link user experience journey, perform scene slicing, gain insights into user pain points and itch points, and propose design opportunities. And locate the key digital service touch points to improve user experience

02/ Through the analysis of cross-industry experience trends, combined with the characteristics of brands and products, design and deliver digital service strategies that enhance user experience

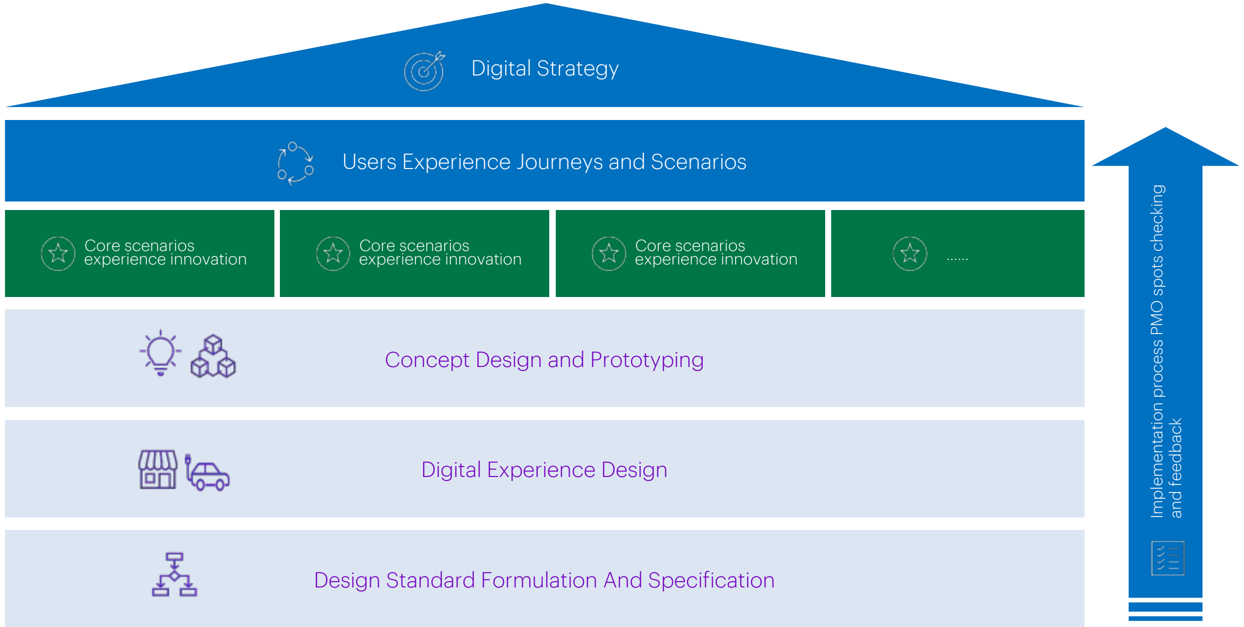
03/ Based on the core scenarios, carry out experience innovation design, optimize its experience process, and refine the functions and experience process of each digital service contact;

04/ Carry out conceptual innovation design based on the user needs of the previous research, produce UIUX conceptual design, and display it

05/ Combining with offline core scene experience requirements, centering on digital store contacts, analyzing its use process, performing digital experience design on it, and designing the conceptual design of experience device;

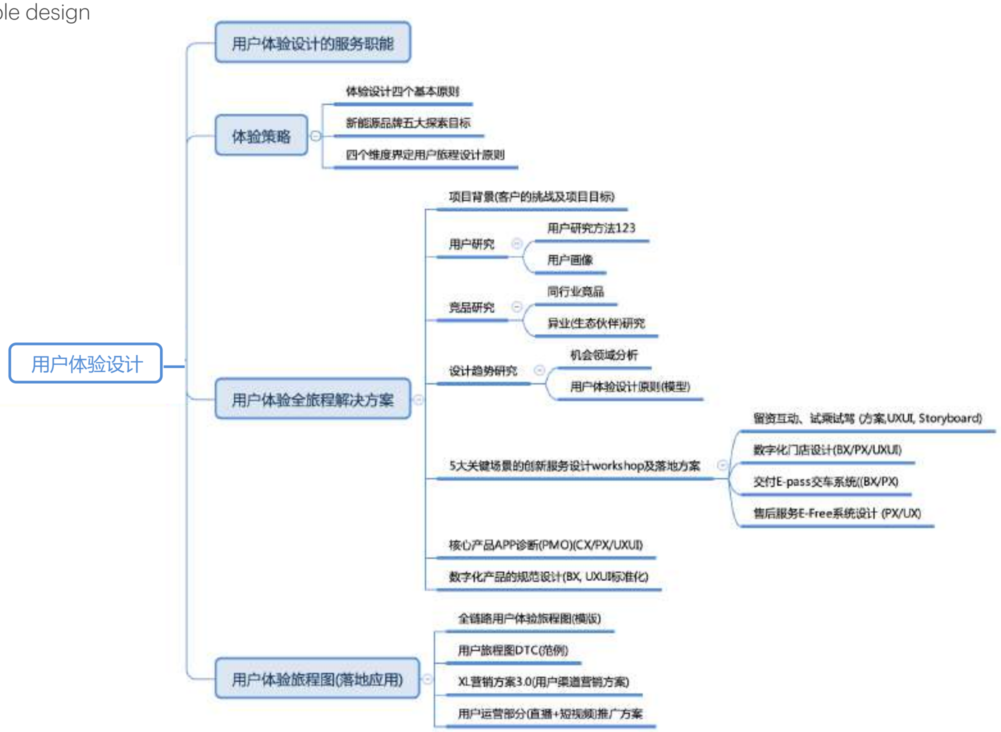
06/ Organize full-link experience strategies, service design principles, formulate design standards, and follow-up reproducible design specifications and component libraries;

07/ Based on the output-based design principles and specifications, as a PMO, the implementation team will perform spot checks, evaluations, return visits, and feedback on whether the implementation team implements the experience design specifications during the project implementation process to ensure the quality of project implementation.



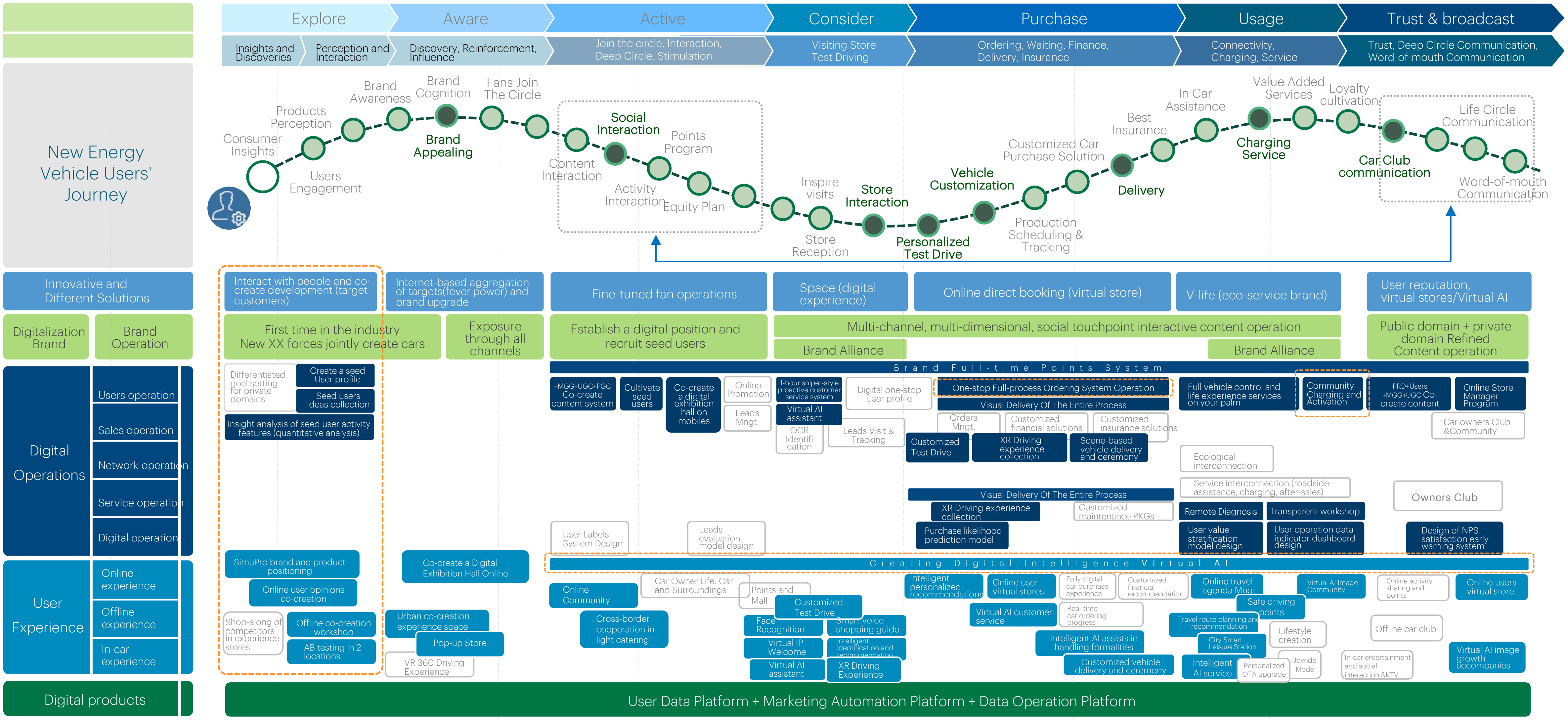
7 Modules of User Experience Projects

The User Experience Project Works Scope



Illustration

WE HAD ESTABLISHED AND DESIGNED AN INTEGRATED USER EXPERIENCE JOURNEY AND TOUCHPOINTS WHICH BASED USER DIGITAL ROADMAP



SUMMARY OF THE VOYAH CASE FROM RESEARCH STRATEGY TO DESIGN IMPLEMENTATION

PROJECT PLAN AND HIGHLIGHTS

- **Insights of Potential Customer Needs:** To establish customer awareness of the new EV brands and products; Make sure the brand differentiation and product features in the minds of customers; and to trigger hot spots on marketing and guide customers to join the circle
- **Innovative Co-creation Experience:** To organize five core scenarios of innovation experience workshops with the participants of relevant departments of the OEM, target users and store sales consultants to create some fresh ideas and humanized service experience in each key touch point
- **Online And Offline Digital User Operations:** To establish online network marketing; through the cultivation of seed users, let users continuously participating in product innovation, car owners club, test driving activities, etc., By deeply strengthen customers' stickiness to brands and products through content interaction and social interaction, and continuously expand the brand fans circle
- **Car Purchasing Process:** To keep customers experience transparent prices, convenient and fast, personalized and customized services during the purchase stage and eliminate customers' anxiety about waiting for production scheduling and delivery
- **Optimize Intelligent Networking:** By Designing digital experience through APP/HMI and other applications and following 5 steps to establish Auto experience stores align with enterprise CDP data center, and connected to customer relationship management CRM system in order to form a seamless DTC business model in the market of China
- **Expand The Ecosystem:** Improve user experience through charging and after-sales services, and to expand cross-industry partners, thereby expanding and consolidating brand influence as well as target user groups through multi-dimensional by word-of-mouth

Marketing Strategy | Customer Journey | Concept Design | UXUI Prototype | PMO & Usability Testing

7.

Integrated 7 work modules the entire journey user experience

Highlight 01

- User research and market strategy
- Full-link user journey
- Core UX scenarios co-creation workshop
- Innovative services and concept design
- Digital stores and data centers
- UXUI design standard formulation
- PMO and user testing

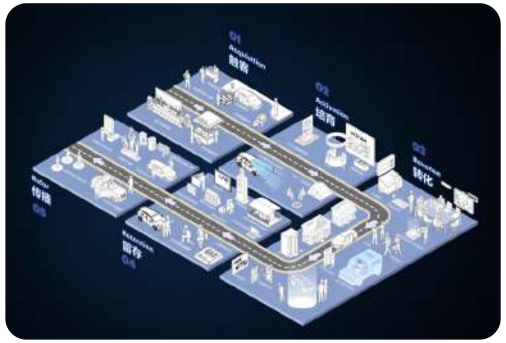
▶ Based on the pre-sales, sales and after-sales service needs of the entire customer journey, we organized 5 core scenarios innovation experience and service design workshops

5.

Five-core scenarios innovation experience and service design workshops

Highlight 02

- Information retention interaction (online and offline)
- Test driving (car owners alliance)
- Digital store experience
- Delivery service
- After-sales service (transparent workshop lives)



Highlight 03

- Acquisition
- Activation
- Revenue
- Retention
- Refer

5.

Five-steps digital store implementation plan

Illustration

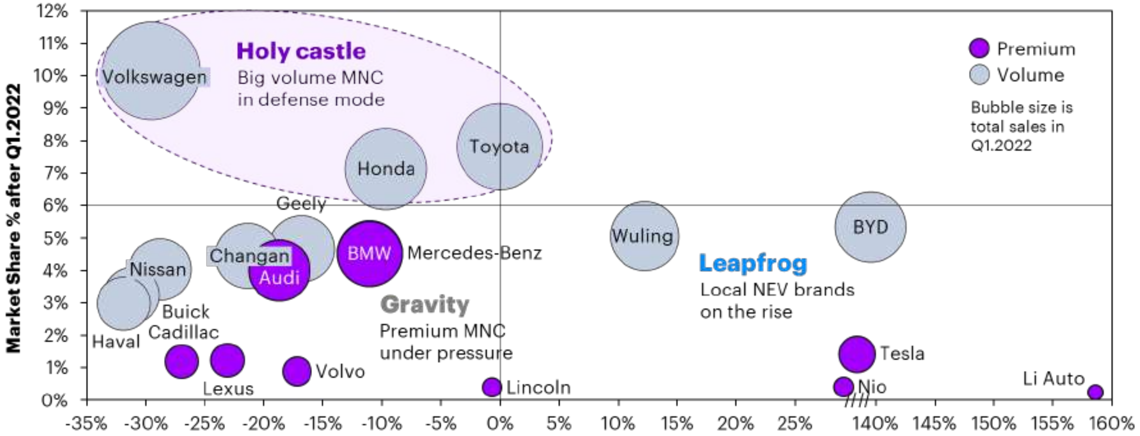
OUR POINT OF VIEWS WITHIN AUTOMOTIVE MARKET IN CHINA： Q1.2022

- Traditional OEMs sales growth was declining due to COVID 19 & NEV growth impacts, which reflected the ICE market shrinks
- EV market leading brands maintained rapid sales growth in Q1 2022 through new channels, customer operation, and experience optimization comparing with traditional groups
- NEV car-making representatives and domestic brands were following Tesla's footsteps, especially Ideal and BYD, which dominate their respective market segments

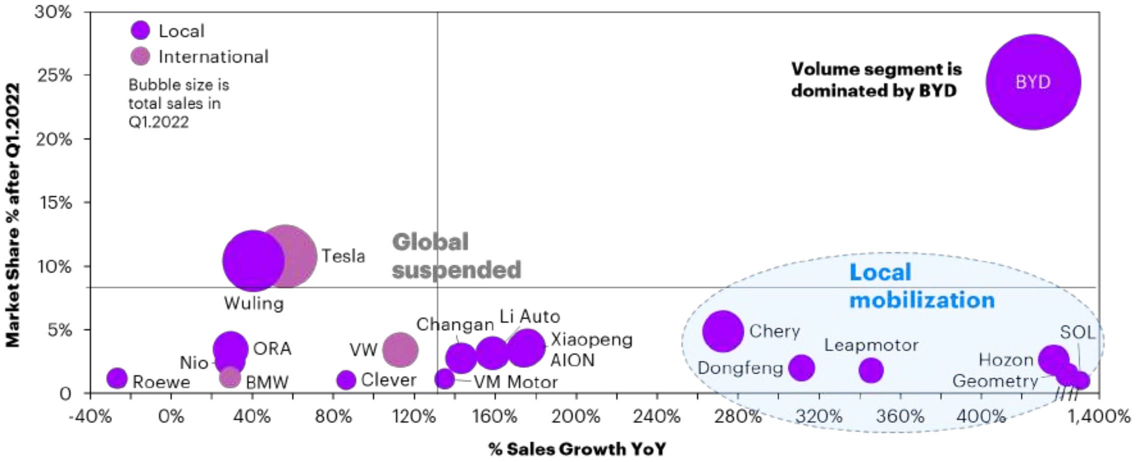
Overview of Auto Brands sales Q1.2022

Group														
OEM	FAW-VW	SAIC-VW	Imports	Brilliance BMW	Imports (incl. Mini)	Beijing Benz	Fujian Daimler	Imports	FAW-Audi	Imports	CJLR*	JLR Imports	Changan Ford	Ford Imports*
Sales	278k	218k	2k	164k	40k	147k	7k	43k	146k	13k	11k	10k	60k	0.9k
YoY	- 24%	- 35%	- 59%	- 6%	- 25%	- 15%	- 4%	4%	- 17%	- 35%	- 31%	- 17%	- 10%	- 76%

Mainland China Market Share vs. Sales Growth



Mainland China NEV Market Share vs. Sales Growth



Illustration

OUR POINT OF VIEWS AUTOMOTIVE MARKETING & SALES CHALLENGE

OEM PERSPECTIVE

- Chinese automotive market has entered growth slowly, the new retailed sales model start to replace traditional purchase that dominate the market. Consumers' demand has changed: brands' reputation, quality and service are more in consideration…
- Although the DTC (direct to customer) model can help brands control the initiative and to establish direct interaction with users, the relationship between OEM and end customer was reshaped to decentralized, higher requirement for users operation and agility decision-makings.
- Under the DTC model, automobile brands hope to directly interact with their target users to gain a more comprehensive and in-depth insight, thereby agilely improve customer experience and optimizing products & services.

CONSUMER PERSPECTIVE

- Consumption Upgrade: the DTC model hits the purchase pain points for almost of consumers, with smooth and convenient online and offline experience, transparent price and innovative marketing content.
- Higher expectations: under this fierce competition, higher expectation for service, brand influence.
- Hard to influence consumers continuously: some local OEMs already build digital marketing platforms. Meanwhile some global OEMs continue to improve branding, marketing, distribution, but the effect is hard to consist. The primary reason: potential customer identification, user operation and user experience.

Industry evolution	Channels	Marketing	Sales Funnel	Profit
➢ From product-centric to user-centric ➢ Business model innovation: B2C, C2M, fan economy, etc. ➢ Channel model innovation ➢ Many new players: Native traffic companies, Ecological monopoly companies, Data advantage companies	➢ Online channels: Traffic and profits are monopolized by Internet giants ➢ Offline channels: It is difficult to effectively utilize multiple formats such as supermarkets, experience stores, and pop-up stores ➢ User channels: It is difficult to evaluate the effects of KOLs and KOCs ➢ Channel model innovation: It is difficult to achieve the best ROI through multiple channels	➢ Decentralization: Marketing has evolved from linear activities to network activities ➢ Inaccurate targets portraits(persona) ➢ Poor public domain traffic generation ➢ Inaccessible consumer data across the entire chain ➢ Limited technology empowerment	➢ The quantity and quality of sales leads have declined ➢ It is difficult to grasp consumer demand; business, organization and digital systems are not matched ➢ It is difficult to form a lasting influence in the consumer decision cycle	➢ High homogeneity of all product (vehicles) ➢ Increasing marketing costs for single vehicles ➢ Public domain traffic is becoming more and more expensive ➢ High investment in private domain ➢ Increasing investment in offline channels, low returns (supermarkets and stores) ➢ New technologies are difficult for consumers to pay for

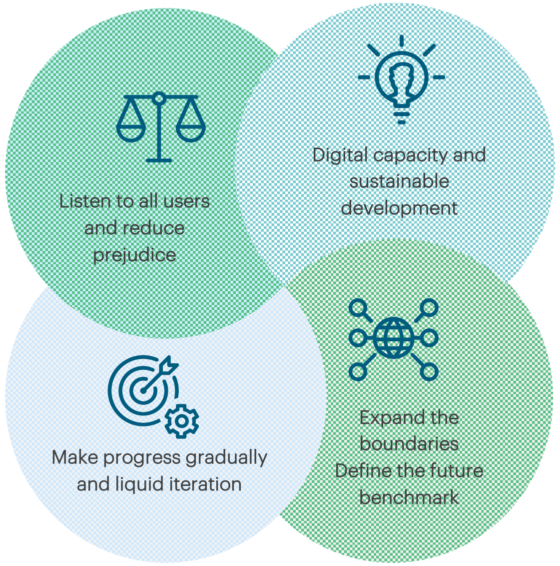
Illustration

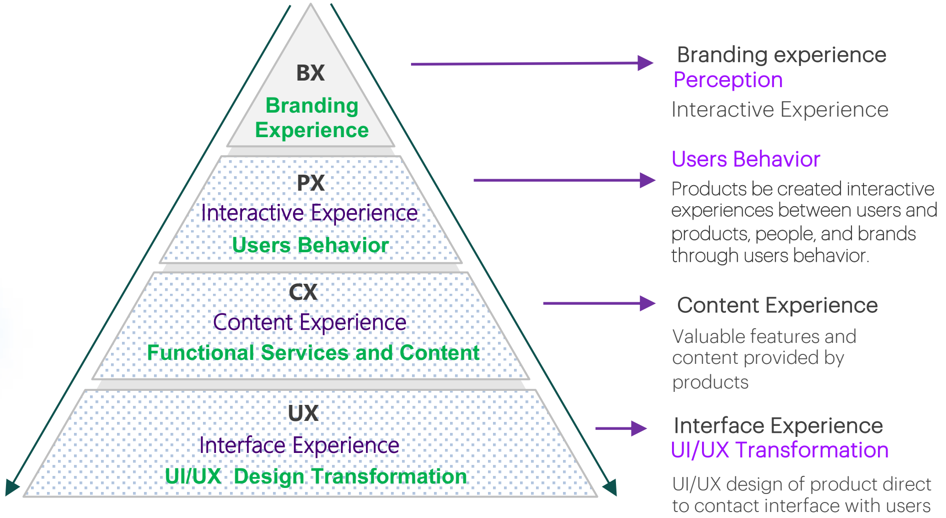
USER EXPERIENCE DESIGN STRATEGY, PRINCIPLE AND METHODOLOGY

Accenture digital product design strategy and four basic principles;

Five user journey experience exploration goals of EV brands;

Four Dimensions Define User Experience Design Principles





Four Dimensions of User Experience

Objective

Create a new a double-winners partnership between users and enterprises

Objective

Create an E2E holistic travel service and new ecosystem by Multi-streaming data analysis, Intelligent connection to Expand our partners empowerment.

Objective

Improve brand awareness through Four Dimensions and testing tools to measure our deliveries quality and valuable evaluations.

Illustration

PRINCIPLE: CUSTOMER DIRECT TOUCHED, COMBINED WITH INNOVATIVE BUSINESS SCENARIOS, ESTABLISH A CLOSED-LOOP SERVICE EXPERIENCE THROUGH THE WHOLE JOURNEY

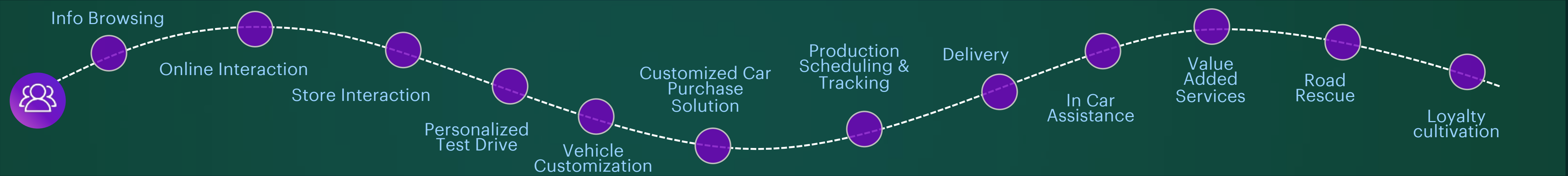
Main Phases	Pre-Sales	In-Sales	After-Sales
Target	• Leads acquisition • Promote leads follow-up	• Improve sales leads conversion	• Increase revenue from value-added services • Improve customer loyalty

Nodes

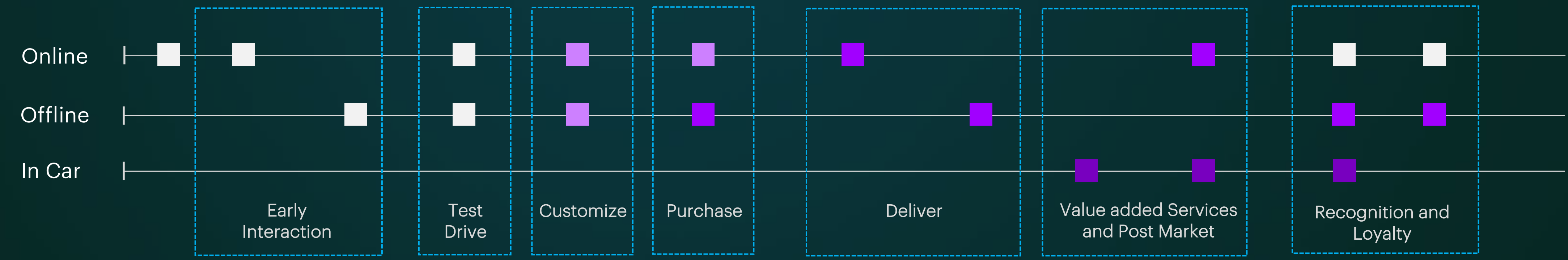
Explore、Aware、Active → Consider → Purchase → Usage → Trust & broadcast

Brand Perception → Info Perception → Invite to Store → Test Drive → Purchase → Ordering → Delivery → Daily Usage → Service → Retain

Customer Journey



Touch Points

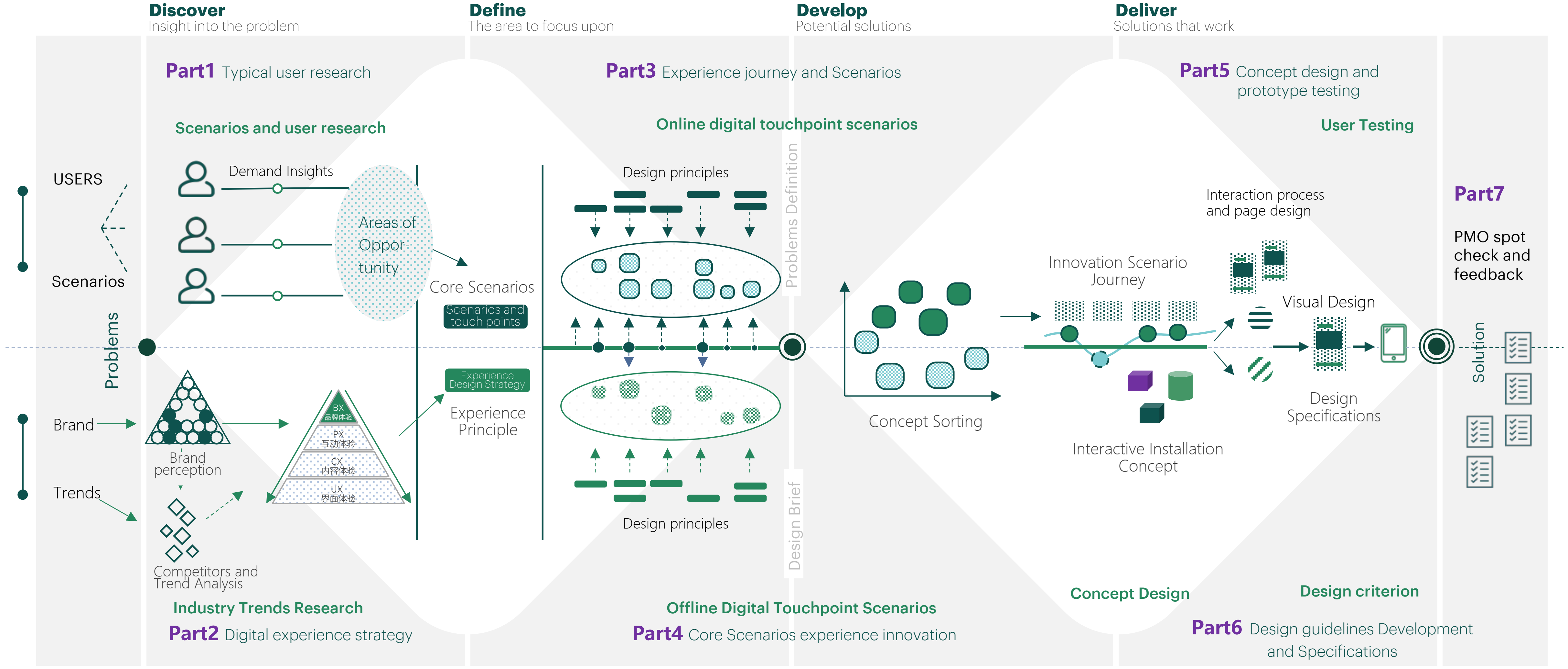


Key Scene

Scene	Description
Early Interaction	Customers participate in Wechat interaction, visit the experience store, participate in interactive games, feel the brand concept, and understand the details of vehicles.
Test Drive	Customers participate in the exclusive test drive, receive personalized welcome, and experience the test drive vehicles and value-added services closest to their preferences.
Customize	Based on customer preferences, the configuration vehicle sample is provided, and the vehicle customization can be completed through modification and experience during the interaction with customers.
Purchase	Exclusive SA recommend the purchase plan according to the distribution clues and sign the contract.
Deliver	Customers can check the order, production scheduling, delivery status, delivery and activate the service on the client at any time.
Value added Services and Post Market	Customers receive personalized value-added service recommendation in the process of using the car and order the value-added services they are interested in.
Recognition and Loyalty	Customers integrate into the social system, establish deep emotional connection to the brand, and spontaneously contribute to it from the perspective of consumption value and brand value

Illustration

USER EXPERIENCE DESIGN STRATEGY, PRINCIPLE AND METHODOLOGY
FROM RESEARCH STRATEGY TO SERVICE DESIGN (DOUBLE DIAMOND MODEL)

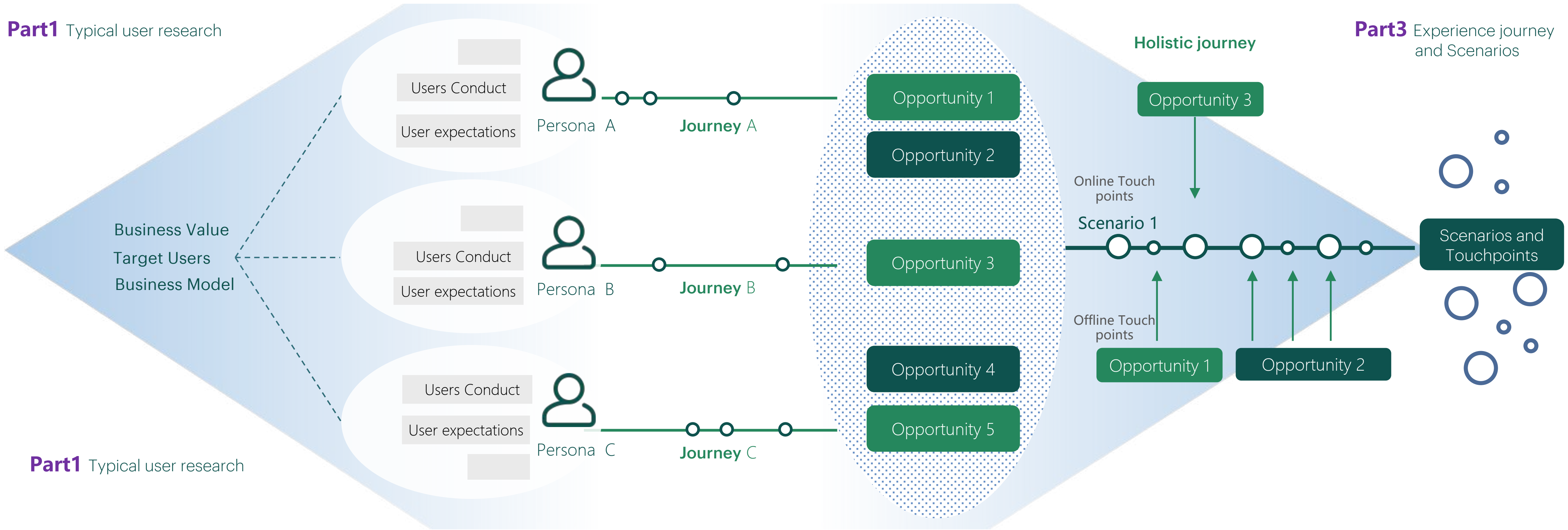


Illustration

USER EXPERIENCE DESIGN STRATEGY, PRINCIPLE AND METHODOLOGY

CUSTOMERS JOURNEY AND SCENE | METHODS AND CONTENT

1.1 Target Sync — 1.2 User Research — 3.3 User journey analysis and scenario insights



- Project kick-off workshop
- Interviews with Stake holders

- Target user recruitment
- 1V1 user interview
- Shop-along user consumption follow-up
- User focus group co-creation workshop

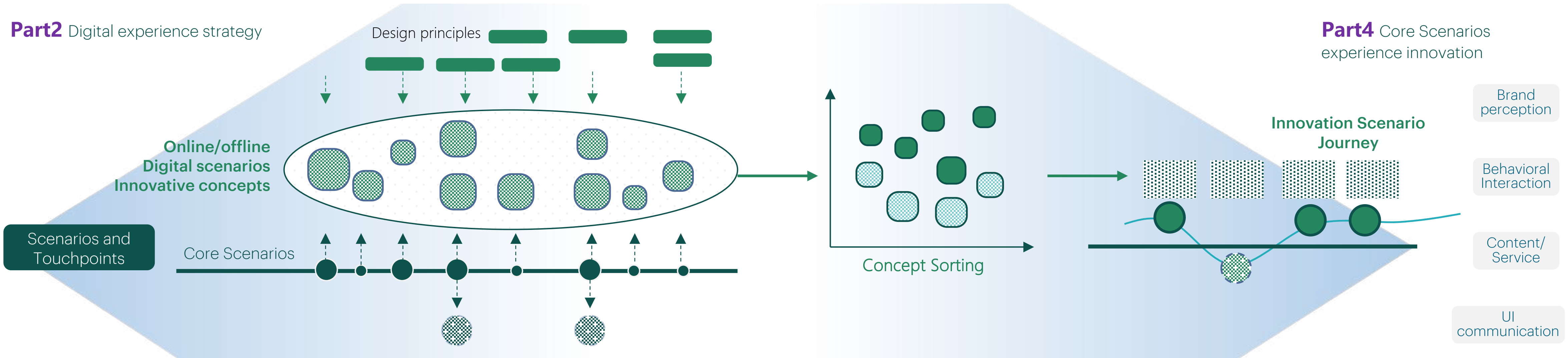
- Typical Persona
- Experience journey analysis and analysis
- Digital experience opportunities

- Holistic user journey
- Key scenarios
- Online/offline digital touchpoints

Illustration

USER EXPERIENCE DESIGN STRATEGY, PRINCIPLE AND METHODOLOGY
CUSTOMERS JOURNEY AND SCENE | METHODS AND CONTENT

4.1 Innovative design of online core scenes



- **Core 1:** Retention interaction scenario
- **Core 2:** Test drive scenario
- **Core 3:** Store digital interaction scenario
- **Core 4:** Delivery scenario
- **Core 5:** Service scenario

› Innovative conception of online core scenarios
› Analysis of user value and commercial value

› Scenario Innovation Design Co-creation Workshop Scenario Co-creation Concept Sorting and Screening

› Core scene design improvement
› Innovation journey storyboard

Illustration

CO-CREATION WITH USERS - INNOVATIVE SERVICE DESIGN
WORKSHOP FOR FIVE CORE SCENARIOS

- INNOVATION WORKSHOP PARTICIPANTS RECRUITMENT
- CO-CREATION WITH USERS, EXISTING IDEAS DEVELOPING AND ITERATE
- USER VERIFYING FOR EXISTING IDEAS

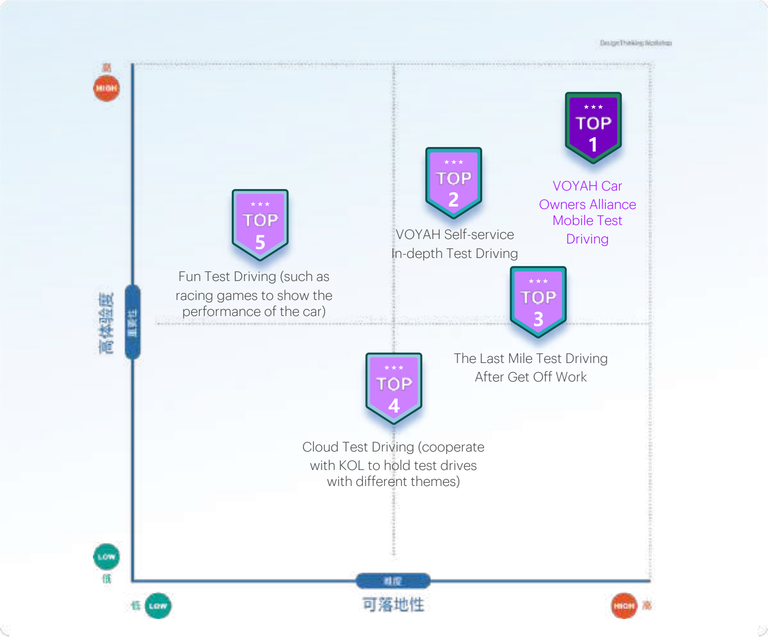
Core scenario 1 Retention Interaction
Core scenario 2 Test Driving
Core scenario 3 Exp Store Digital Interaction
Core scenario 4 Cars Delivery
Core scenario 5 After Service

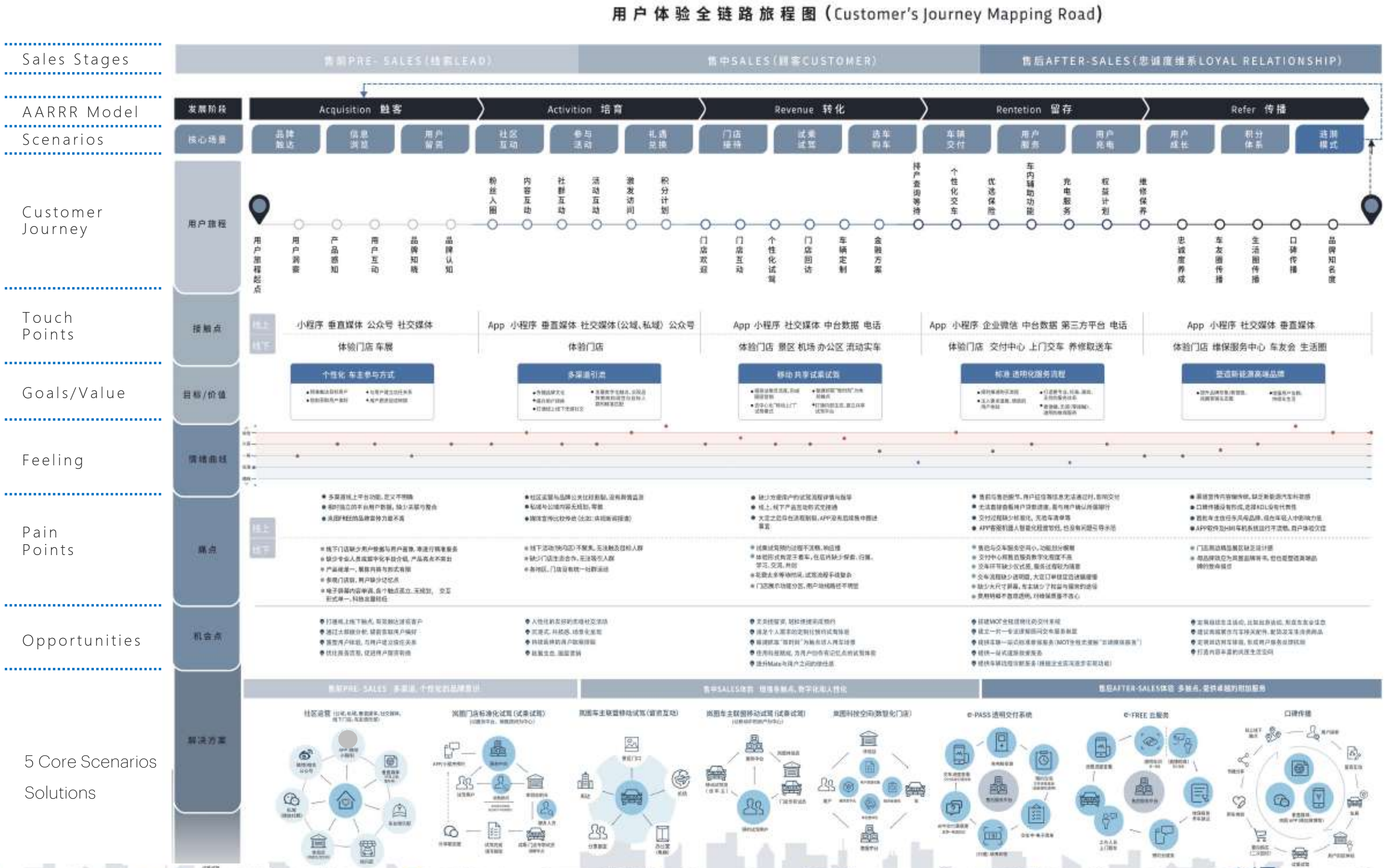
Illustration

USER EXPERIENCE DESIGN /TOP 5 IDEAS MEASURES OF TEST DRIVING AND THE CUSTOMER‘S JOURNEY ROADMAP

During the test driving session, we generated more than 100 creative ideas based on the test drive experience process and different scenarios. We also screened the solutions from the two dimensions of feasibility and efficient experience (innovation), as well as the user types research positioning in the early stage (female-led families, performance lovers, and people with unique tastes who please themselves).

Here are the top 5 ideas/measures for test driving:





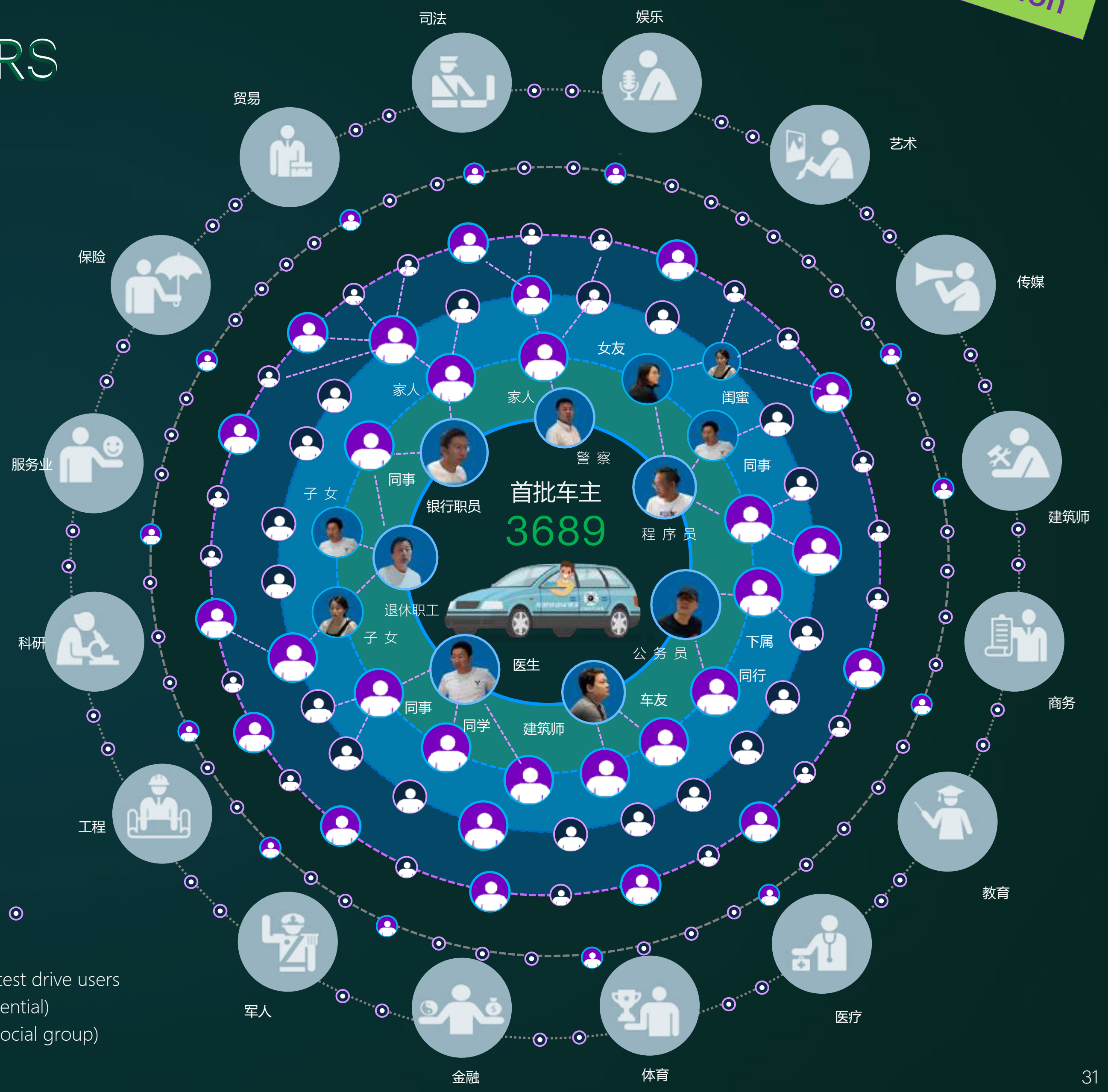
Illustration

CORE SCENARIOS 1 & 2 CAR OWNERS LEAGUE'S TEST DRIVING MODEL CONCEPT SUMMARY

- According to V brand official WeChat data, within 43 days of listing, there were as many as 3,689 reserved users, Covering 196 cities , and 86% of users are from luxury brands; 62% of young and middle-aged car owners aged 30-40; 64% of the new backbones of society come from education industry, medical care, IT Internet, urban construction, civil servants and other fields.

- The "Car Owners League " is to convert V Brand car owners into partnerships and cultivate a group of brand-loyal seed users among the first batch of car owners, Accurately reach potential users through social networking and mobile test drive experience, to form an effective circle-level marketing model, and create a win-win ecosystem for users and enterprises.

- At the same time, by building a shared new test drive platform service and establishing a middle-office database, gradually to set up a data-driven feedback mechanism that can enhance the scientific and technological strength of enterprises.



First-generation owner test driver(seed user)

Second-generation owner test driver(seed user)

Test drive users (potential) (seed user)

Test drive users (potential) social networking

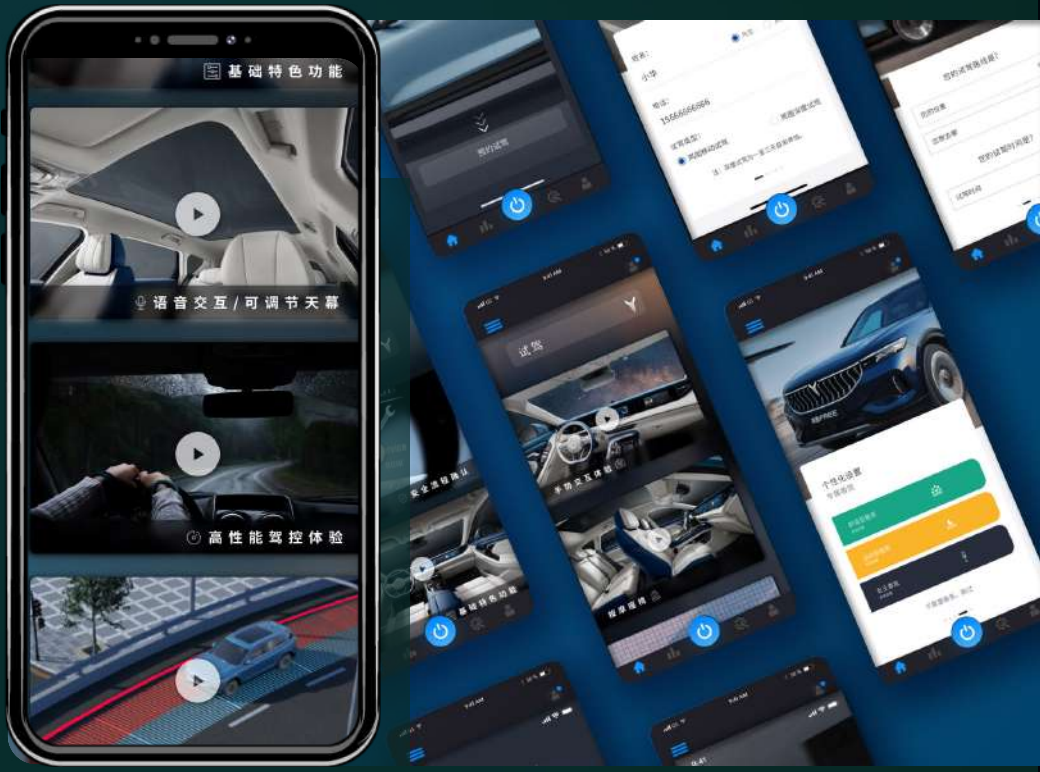
Ripple layer test drive users (potential) (circle to social group)

Illustration

HI-FI UI DESIGN OF USERS TEST DRIVING EXPERIENCE REPORTS FOR CAR OWNERS LEAGUE' MODEL

▶ Car Owners League' Model online training UI Pages for testers guide

▶ Hi-Fi Prototype of Users Test Driving Experience Reports UI Pages



Illustration

CORE SCENARIO 3 DIGITALLY DRIVEN EXPERIENCE STORE DESIGN STRATEGY OF BRAND, PRODUCTS, DISPLAY AND SERVICE

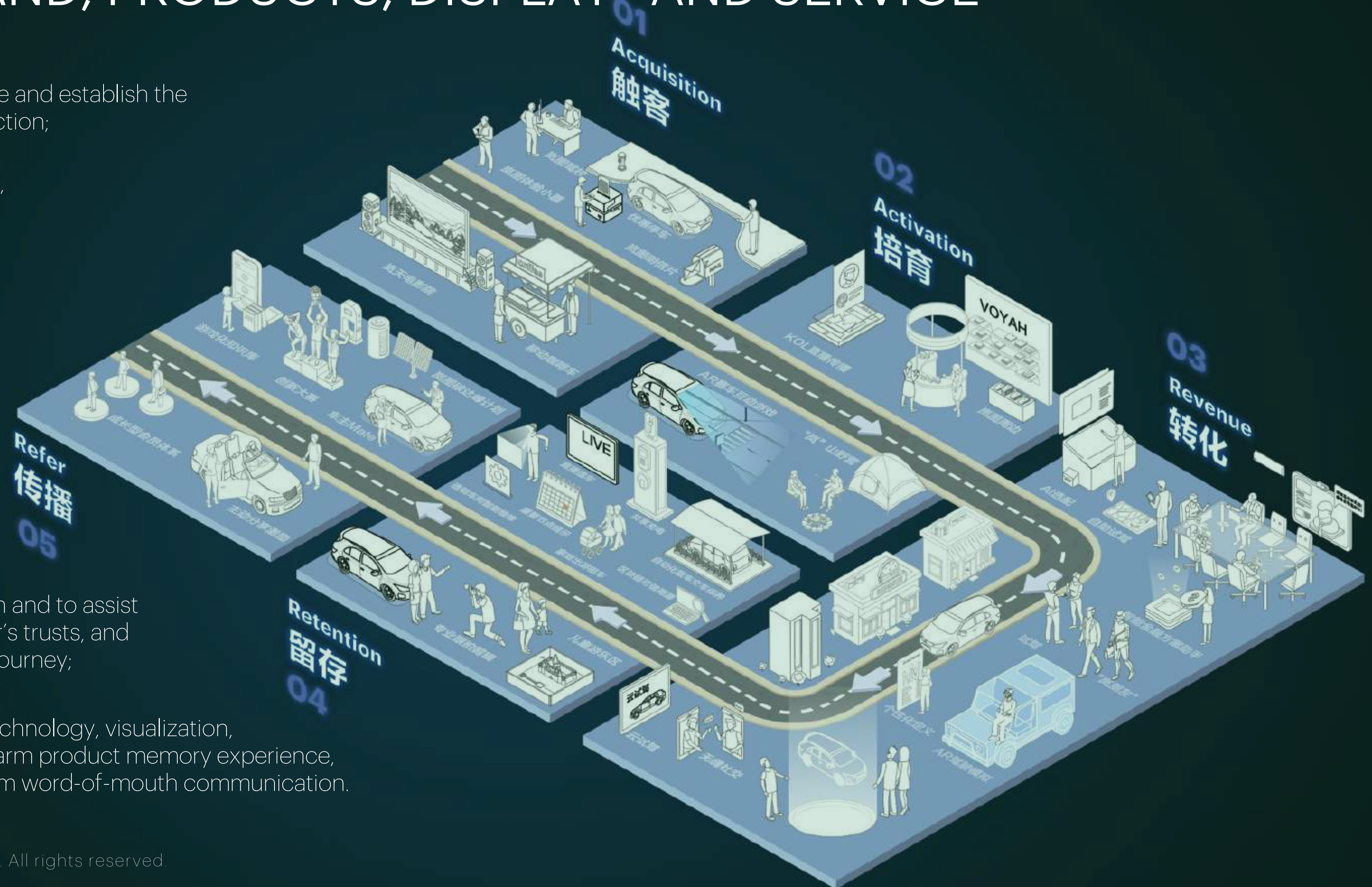
01 Acquisition: Attract users into the store and establish the first step of communication and interaction;

02 Activation: To capture users' attention, grab users' points of interest, and to display products by gamification and digitalized medium, allowing users to easily accept product highlights information;

03 Revenue: Driven by big data, pass through online and offline touch points, implement digital management and makes it possible for users who has experienced in the store to be converted into potential customers;

04 Retention: Eliminate user 's concern and to assist users in decision-making, enhance user's trusts, and continue to extend the follow-up user journey;

05 Refer: The high level integration of technology, visualization, personalization which brings users a warm product memory experience, and to share the emotional feelings form word-of-mouth communication.



Illustration

CORE SCENARIO 3 DIGITALLY DRIVEN EXPERIENCE STORE 'V HIGH-TECH SPACE ' INTEGRATED DATA APPLICATION

Data Visualization (Dashboard)

- Web
- V-APP
- WeChat Mini Program/H5

Service Scenarios

Business Logic Processing
Model Building

- Store Customers Visiting
  - Personae
  - Insights
  - Interaction
  - Volume
- Vehicle Models Display
  - Digital Display
  - Interested Models
  - highlights
  - Trends Analyzing
- Sales Revenue
  - Accurate Tracking
  - Store Management
  - CRM
  - AARRR

Core Technology Application

Data Analysis
AI Intelligent Processing

Information Search
- Archive management
- Group management
- WeChat scan code
- Information matching

Video Streaming

Visitors flow in the venue
- Cross-zone tracking
- Single zone tracking
- Figures checking
- Footprint data

Video Decoding

Customers Emotion Identify
- Attribute (age and gender)
- Emotion retrieval
- Human body detection

Video Decoding

Figures Identify
- Human height detection
- Attribute (dress and hat)
- Peer relationship
- Crowd density

Resource Scheduling

Vehicles Identify
- Car model
- Color
- License plate
- Auto parts

Algorithm Model Library/Encryption

Customers Behavior Identify
- Test driving / drive in
- Talking/guidance
- Parking in and out
- Dangerous action

Algorithm Model Library/Encryption

Middle office processing

Data Storage, Cleaning

Insight And Sensing Platform Collaboration And Synchronization (End/Edge/Cloud)

Customer's behavior

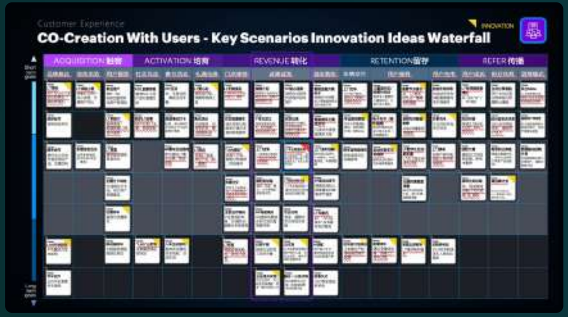
Data collection (perception)

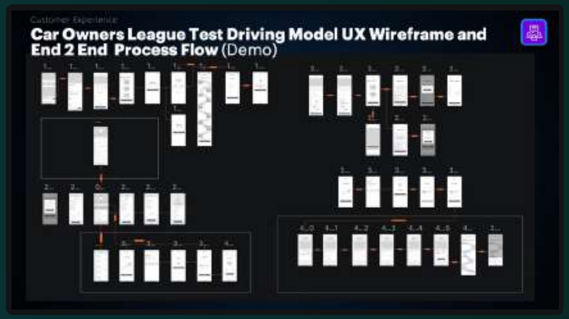
Illustration

USER EXPERIENCE INNOVATION DESIGN & IT DATA DRIVEN SEAMLESS APPLICATION PROJECT (EXAMPLES)

According to V brand Integrated 7 work modules and the entire journey user experience which we had designed, we have conducted the holistic user journey of car owners. The following samples are digital platform functional structures, Co-creation workshop output innovation ideas, final business model which be sorted out and executive storyboard, UX wireframe; the digital driven experience stores customer engagement and behavior analysis infographics design etc.

Our biggest challenge was the experience design in the digital stores. How to design the user's flow, how to legally collect customer information and data then to establish a high-quality data platform, to communicate and interact with customers without interruption through software and hardware; and how to humanely reflect the brand's high-quality service and high-tech product image are all factors that we should be considered.





#/03

VW ANHUI
DSSO AGENCY MANAGEMENT PROPOSAL

CASE STUDY 2022-2023

CHALLENGE

+ At the beginning of 2022, Volkswagen Group formulated a NEV strategy in China. **Following the launch of ID4 and ID3, the new Volkswagen Group sub-brand CUPRA will also enter the Chinese market and establish the most cutting-edge production and D2C sales business model** at Anhui Volkswagen to adapt to the growing demand for new energy market expansion in China.

The biggest challenge of the Digital Single Sign-On (DSSO) Agency Management Project is that it requires comprehensive market research and benchmarking of agency management, different agency sales models, policies and HR management, and the formulation of the best business strategy to ensure the safety of investors/partners' investment in the DSSO network.

OBJECTIVE

+ After a preliminary research, we had set 4 goals for the project: To define the segmentation goals for each step based on the End-to-end customer journey; Using the sales funnel to screen and manage sales leads to improve users engagement and conversion rates; By apply models and algorithms to select and calibrate locations in the core areas of the city; To design and implement feasible solutions for the best experience based on the user's movement routes in the stores. Thus, it will be formed a mature and efficient DSSO Agency Management system.

CONTENTS

Illustration

THREE KEY TRENDS PUSH AUTOMOTIVE OEMS TO ACCELERATE EFFORTS AND SHIFT OPERATIONS TO DIRECT SALES

1 Changing Customer Expectations

As customers are craving for new purchase experiences ...

52% ... of Chinese customers would prefer **direct communication with OEMs** for pre-sale advisory and aftersales service.

81% ... of customers want to **buy at a fixed, transparent price**

52% ... of Chinese customers would **prefer direct communication with OEMs** for pre-sale advisory and aftersales service.

2 Desire for more (Customer) Data

... and OEMs are striving to access and harness customer data ...

Studies show, >30% of revenues can be generated with **new business fields by 2030.**

- **Improved Product Development/R&D**
- **Personalization**
- **Data monetization**

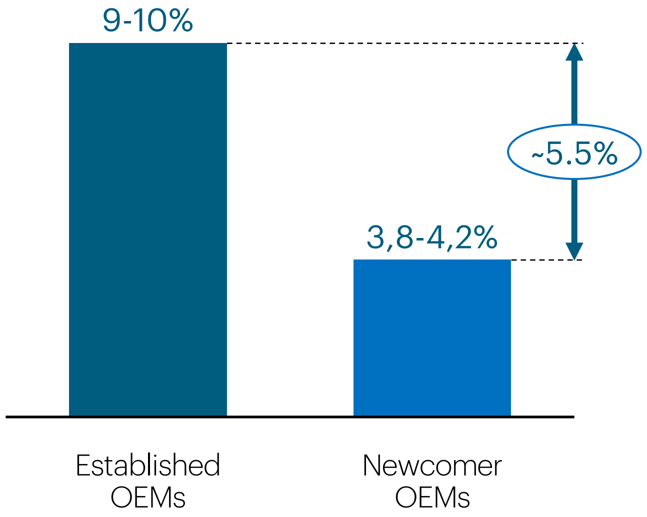
New business fields require access to new kinds of customer data:

- 360° customer view personalization
- Real-time usage insights
- Geolocation data
- Integrated payment/ commerce data
- ...

3 Increased Margin Pressure

... newcomers are threatening OEM and dealer margins.

Cost of Sales Difference



The Direct Sales Model addresses these challenges through direct consumer engagement

Illustration

1 DEEP DIVE: CHANGING CUSTOMER EXPECTATIONS, ESPECIALLY IN CHINA, ARE MASSIVELY SHIFTING TOWARDS A MORE DIGITAL EXPERIENCE

Customer Expectations are changing...

52% ... of Chinese customers would prefer direct **communication with OEMs for pre-sale advisory** and aftersales service.

81% of customers **prefer fixed and transparent** prices over negotiations

69% ... of customers expect prices to be the same **across channels**

OEMS UNDER PRESSURE TO ACT

...but dealers are insufficiently equipped.

29% ... of dealers fear the pressure of **increasing intra-brand competition**

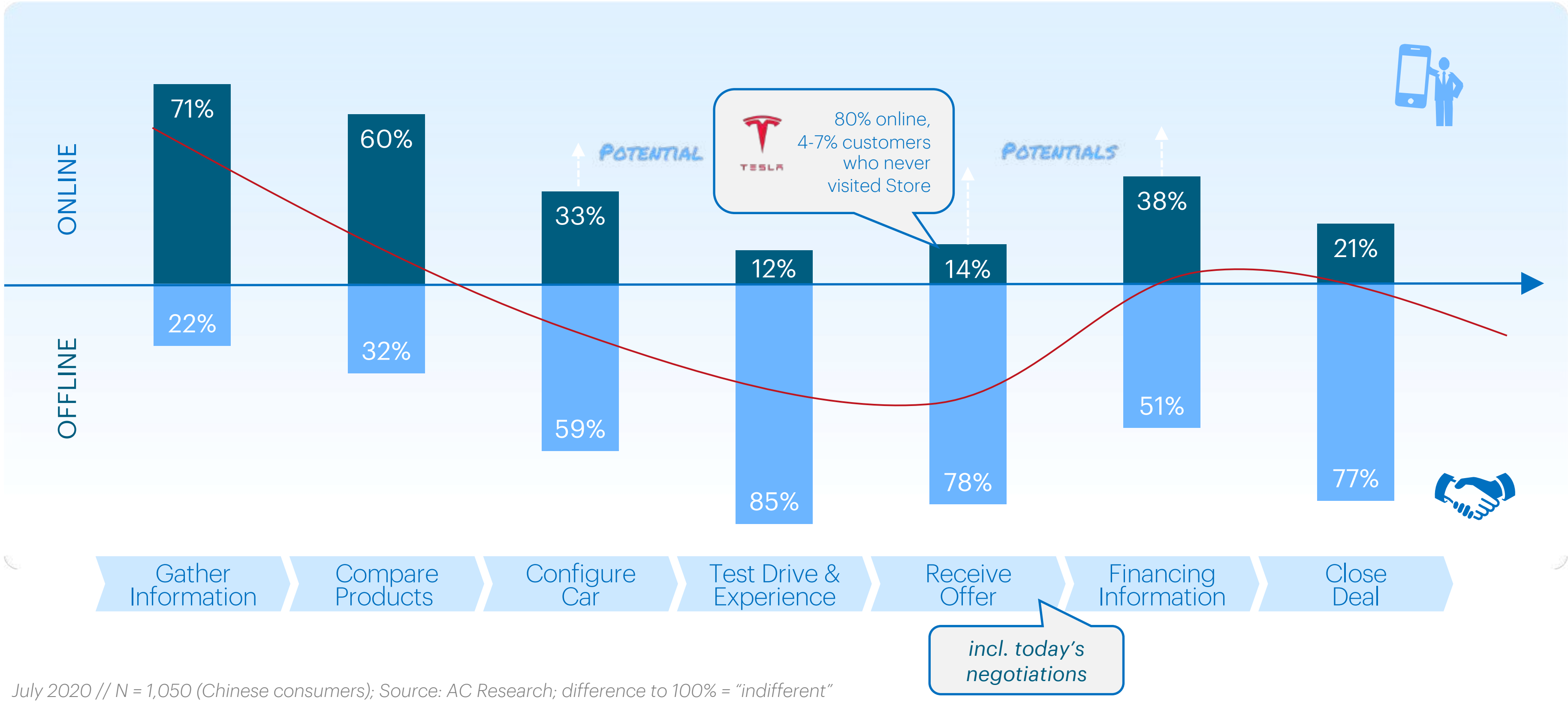
>60% ... dealers do not have the means to independently **drive their digitalization**

81% ... of dealers agree their business models **need to change** to succeed in the future

Illustration

1 DEEP DIVE: CHINESE CUSTOMERS EXPECT A MORE INNOVATIVE AND SEAMLESS EXPERIENCE WHEN BUYING A CAR

While most customers start their purchase journey digitally, offline touch points remain important:



July 2020 // N = 1,050 (Chinese consumers); Source: AC Research; difference to 100% = "indifferent"

33% *If simplified and digitized*, car and equipment *configuration* can be moved online and become an effective tool to lock in and convince customers

14% Through adjusting price policies, and simplifying and digitizing contracting, there is potential for customers to *obtain and review offers online*

38% With a *comprehensive, easy financial services offering* and a digitized configurator, financial options can be clarified and selected online

Illustration

2 DEEP DIVE: EVOLVING BUSINESS MODELS FORCE OEMS TO EXPAND THEIR SCOPE OF SERVICES

VW AG Sales & Business Model Transformation Journey (exemplary)

2021

- Gradual Shift to e-commerce
- Connectivity as sales argument
- Subscription gains relevance
- Service revenues start to decrease du to electrification
- Launch of first city showrooms

2025

- ~25% via online sales
- Smart ecosystem: OEM – car - customer
- Subscription instead of financing/ leasing
- Remote repair/ O-t-A as a standard
- Network consolidation

2030

- ~80% via online sales
- Interconnected vehicles with advanced autonomous technology
- Mobility-as-a-service offerings
- Flexible retail formats

Key Statements

Future customer value lies outside the core business (car sales & aftersales):
To continue to strive, OEMs must start forming direct relationships to their customers

Studies show, >30% of revenues can be generated with *new business fields by 2030*

Access to customer data is required for the exploitation of the new revenue pools

Deployment of *integrated services* and *products* outside the automotive ecosystem (ONE STOP-Shop for charging, insurance, ...)

Expansion of existing *online offerings* to increase flexibility in purchasing digital services

Provision of *flexible usage offerings* (rent, lease, subscription models)

Illustration

3 DEEP DIVE: NEW ENTRANTS HAVE LOWER COST OF SALES AND PUT TRADITIONAL BRANDS' MARGINS UNDER PRESSURE

New players in the NEV market are maturing…

2012

2014

2015

2018

2019

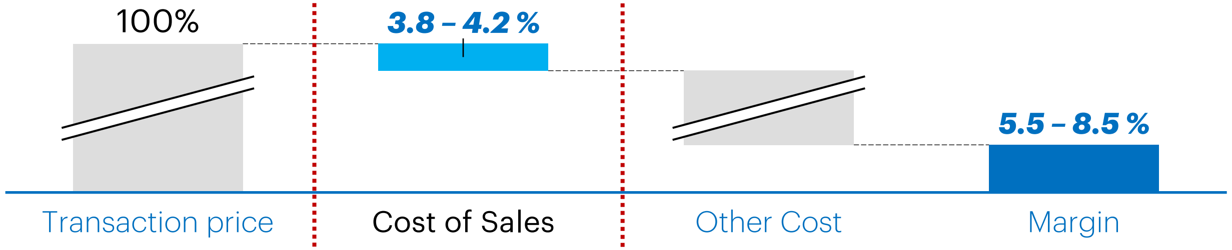
2020

2021

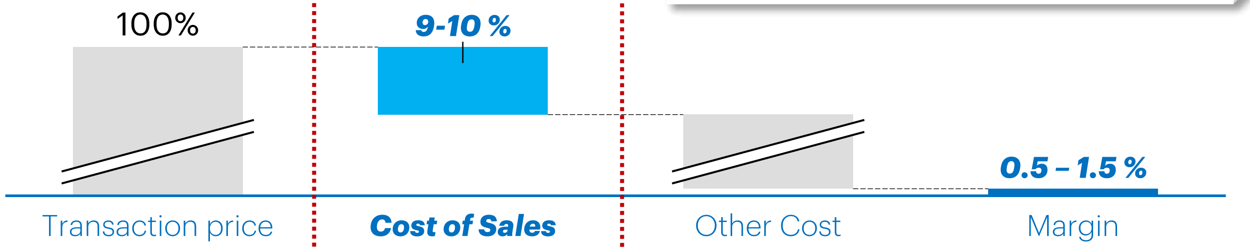
2022

… and have the potential for *Significantly lower Cost of Sales*

New automotive players



Established OEMs



OUR PROJECT EXPERIENCE SHOWS:

New OEMs with agency sales models achieve significantly lower Cost of Sales

(Source: AC Study)

CONTENTS

Illustration

WE STRUCTURE THE PROJECT ALONG 2 MAJOR BUILDING BLOCKS, DEFINING THE PLAYBOOK FOR FUTURE DSSO AGENTS

Overall Project Approach

I *Market Study & Benchmark*

Investigation of market-leading direct sales players in terms of

A) AGENT MANAGEMENT MECHANISMS

B) AGENT HR MANAGEMENT

II *Agent Model Concepts*

Design of PROPOSALS for Business Cases, Management Mechanisms and HR Management of different DSSO Agent Formats/Types

The 'Black Label' Agent Playbook

Illustration

BASED ON OUR EXPERIENCE, WE STRUCTURE DIRECT SALES TRANSFORMATIONS ALONG 3 STREAMS AND 17 WORK PACKAGES

1

1. Direct Sales Strategy
- Direct sales & Agent model
- Strategy of network consolidation and market area

2

2. Customer engagement
- Customer journey design
- Leads management
- Network strategy

3. Order & Stock Mgmt.
- Order & Stock mgmt.
- Logistics mgmt.

4. Invoicing & Billing
- Direct invoicing
- Accounting

5. Leasing & Finance
- Online integration
- Captive vs. non-captive

6. Pricing
- Price strategy
- Discount regulations
- ...

7. Business Case
- Review and update
- Financial scenario planning
- Liquidity and key KPI

8. Agent Management
- Bonus/charges schemes
- Remuneration & Steering
- Policies & Guidance

9. Market & Legal 2
- Market Overview
- Legal & Regulatory Evaluation

10. Trade-in / Used Car
- Central vs. local trade-in evaluation
- Used car remarketing

11. After-Sales Integration
- Integrated offering

12. Roles & Responsibilities
- Future HQ/ MPC org.
- Future agent roles

3

13. IT Architecture
- Fit-gap analysis
- Technology Insights
- IT architecture target picture

14. Data Set-up
- Data classification & analysis
- Data ownership definition

15. General PMO
- Project governance & Regular top management communications

16. Change Management & Communication
- Dealer Alignment

17. E2E Integration
- Consolidation of all Processes
- Cross-functional Validation & Alignment

[2] Business support for work package Legal only – AC does not provide legal advisory

Illustration

DEEP DIVE: VOLKSWAGEN LAUNCHED THEIR AGENT MODEL FOR ID MODELS LINE IN 03/2021 – BUT TRIAL-AND-ERROR REMAIN

Models	ID.4 X (SAIC), ID.4 Cross (FAW) - 6 model versions, small differences between FAW-VW and SAIC-VW
Production	Built-to-order only (except first edition) Waiting period is 4 -12 weeks
Agent Model	Non-Genuine Model – "No discount" policy communicated by VW and dealers despite non-genuine model
Sales Staff	Dedicated ID.X sales consultant that is separate from existing dealer ICE sales team
Demo Cars	1 display and 1 demo cars owned by OEM, Cost of rest ones purchased by dealers will be refund after using period
Remuner-ation	Around 4% for customer experience related KPIs and Extra bonus related to TA fulfillment

Local market insights

Lessons Learnt

NSC Strategy: City-based subsidiaries setup could help meet legal requirement of NEV and efficiency of "3 rules of warranty"

Cash flow: Remuneration replaced sales revenue caused decline of dealer cash flow impacted to local government as well

Target Agreement: Dealers steering will be facing more difficulties in terms of sales planning, target agreement and motivation

Personnel: frontline salespersons contracted by NSC or dealer will be signed off in the new agreement and contract

Case 03 / VW ANHUI DSSO Agency Management
Our Approach

Illustration

OUR STARTING POINT IS THE CUSTOMER JOURNEY, ALONG WHICH WE DEFINE THE PURPOSE AND OBJECTIVES OF EACH STEP – THE BASELINE FOR FORMATS

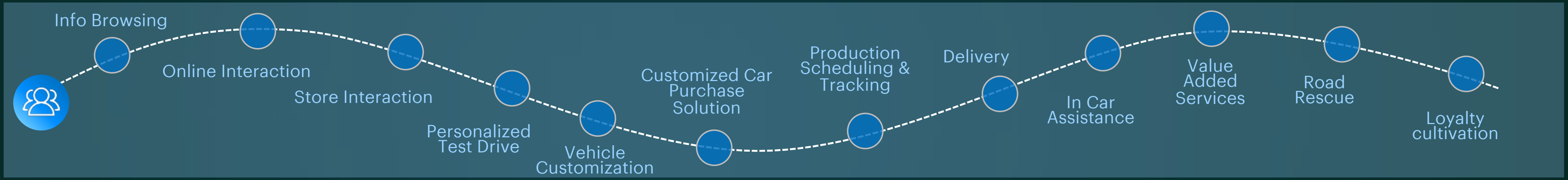
Main Phases	Pre-Sales	In-Sales	After-Sales
Target	• Leads acquisition • Promote leads follow-up	• Improve sales leads conversion	• Increase revenue from value-added services • Improve customer loyalty

Nodes

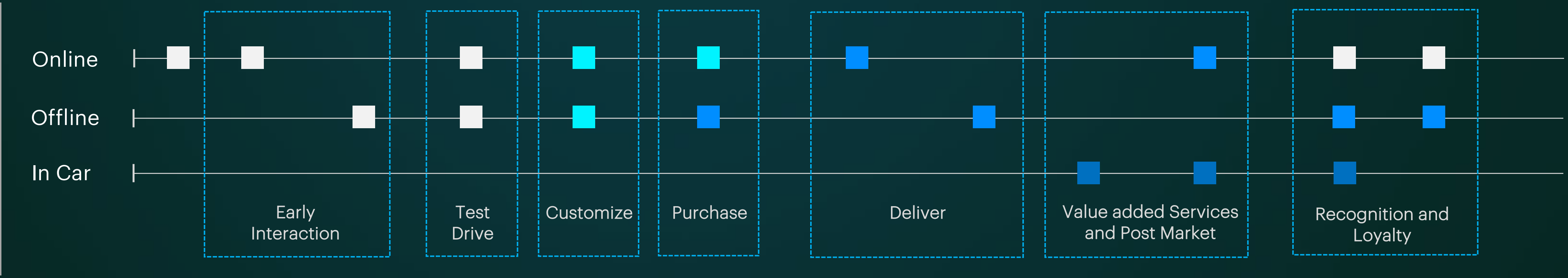
Explore、Aware、Active → Consider → Purchase → Usage → Trust & broadcast

Brand Perception → Info Perception → Invite to Store → Test Drive → Purchase → Ordering → Delivery → Daily Usage → Service → Retain

Customer Journey



Touch Points



Key Scene

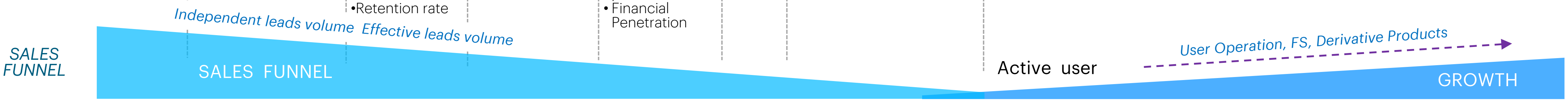
- Customers participate in Wechat interaction, visit the experience store, participate in interactive games, feel the brand concept, and understand the details of vehicles.
- Customers participate in the exclusive test drive, receive personalized welcome, and experience the test drive vehicles and value-added services closest to their preferences.
- Based on customer preferences, the configuration vehicle sample is provided, and the vehicle customization can be completed through modification and experience during the interaction with customers.
- Exclusive SA recommend the purchase plan according to the distribution clues and sign the contract.
- Customers can check the order, production scheduling, delivery status, delivery and activate the service on the client at any time.
- Customers receive personalized value-added service recommendation in the process of using the car and order the value-added services they are interested in.
- Customers integrate into the social system, establish deep emotional connection to the brand, and spontaneously contribute to it from the perspective of consumption value and brand value

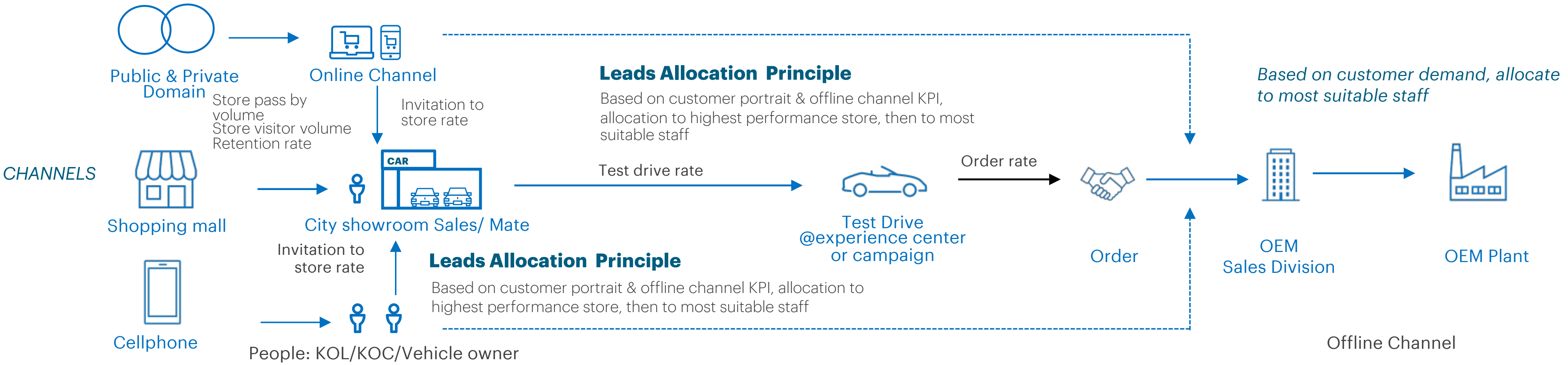
Illustration

SALES FUNNEL & LEAD MANAGEMENT MECHANISM ARE DESIGNED TO BOOST CONVERSION AND EFFECTIVENESS OF CUSTOMER ENGAGEMENT

LEAD | CUSTOMER | LOYAL

	AWARENESS		CONSIDERATION		PURCHASE			USAGE		LOYALTY	
CUSTOMER JOURNEY	Know Product	Collect Info	Visit Showroom	Test Drive	Car Ordered	Wait for Delivery	Deliver Car	Service quality	Breakdown/ Roadside	Service Personalization	Loyalty Services
COMMISSION JOURNEY	Traffic to Lead	Lead allocation	咨询 consultation	试驾 Test Drive	下单 order: online	下单 order: offline	交付 Deliver	售后 After sales		用户运营 Vehicle owner operation	
	• Total leads No. • Independent leads No. • Effective leads No.	• Effective lead rate • Invitation to store rate	•Store pass by volume •Store visitor volume •Retention rate	• Test driving rate • Test campaign participants	• Order rate • Boutique& accessory purchase rate • Financial Penetration					LIFETIME VALUE	





Illustration

INTEGRATION PER FORMAT: OUR REVERSE FUNNELING CONCEPT GUIDES DECISIONS ON ONLINE INVESTMENT– FROM ADS TO UX/UI & NEW FEATURES

Analysis Approach

1. Set a sales target
2. Go backwards through the funnel
3. Analyze traffic inflow and conversion rates
4. Identify potential investments
5. Assign budget
6. Evaluate effectiveness and refine assessment

Reverse Funnel & Levers

Objective:

Sell 50,000 vehicles

- How many leads are needed given the conversion rates?
- Do conversion rates match benchmarks?

1 Funnel Width

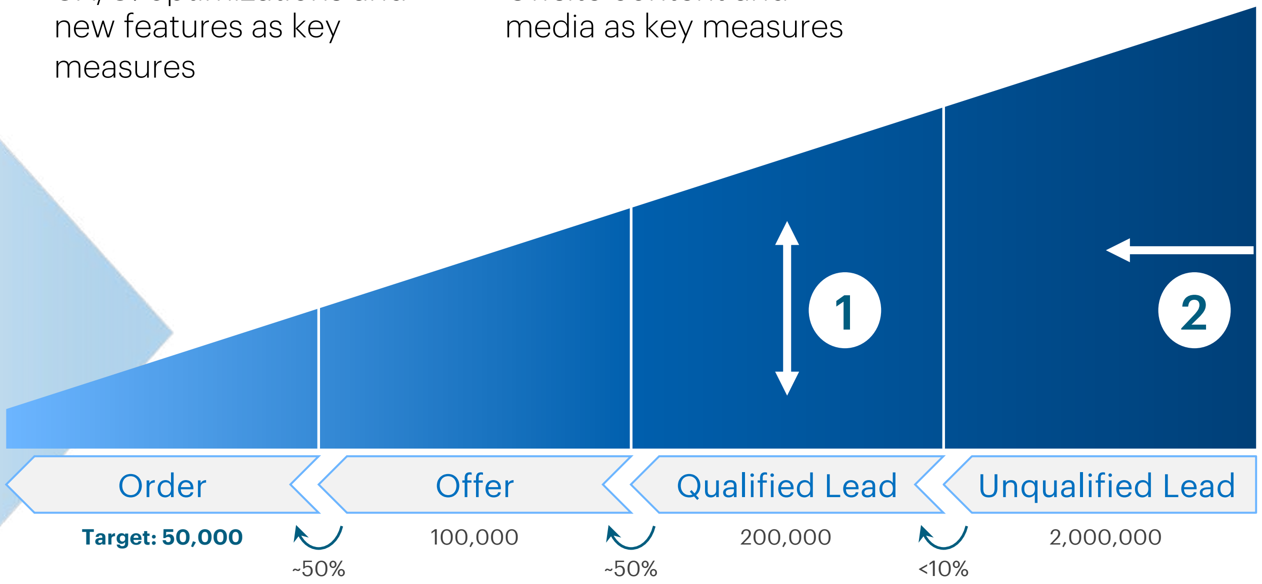
- Increase conversion rate per funnel step
- UX/UI optimizations and new features as key measures

2 Funnel Size

- Increase # of leads entering the funnel
- Offsite content and media as key measures

Illustrative

Accenture Best Practice Sales Steering Model



Case 03 / VW ANHUI DSSO Agency Management
Our Approach

Illustration

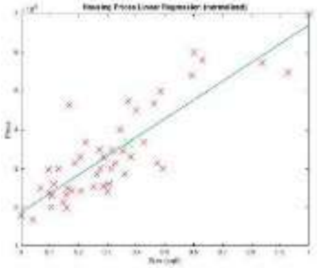
CITY LEVEL LOCATION SELECTION : MODEL & ALGORITHM FITTING AND CORRECTION

★ ★ ★

Fit / Correct the model through multiple algorithms and City Heat Map

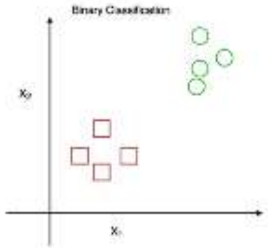
Regression algorithm

- By learning training data, output non-discrete results (usually numerical)



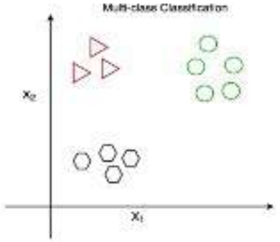
Binary classification

- By learning training data, output binomial classification results or probability values



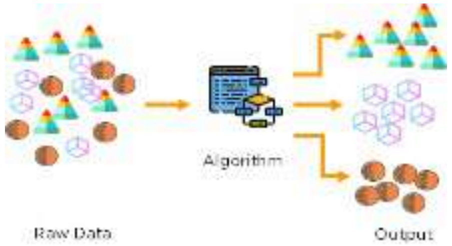
Multiple categories

- By learning the training data, classify the input data into one of two or more classifications



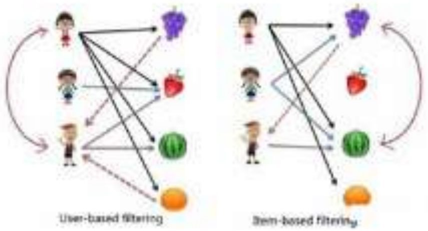
Clustering Algorithm

- No training data is needed, divide the input data into groups according to the distribution characteristics

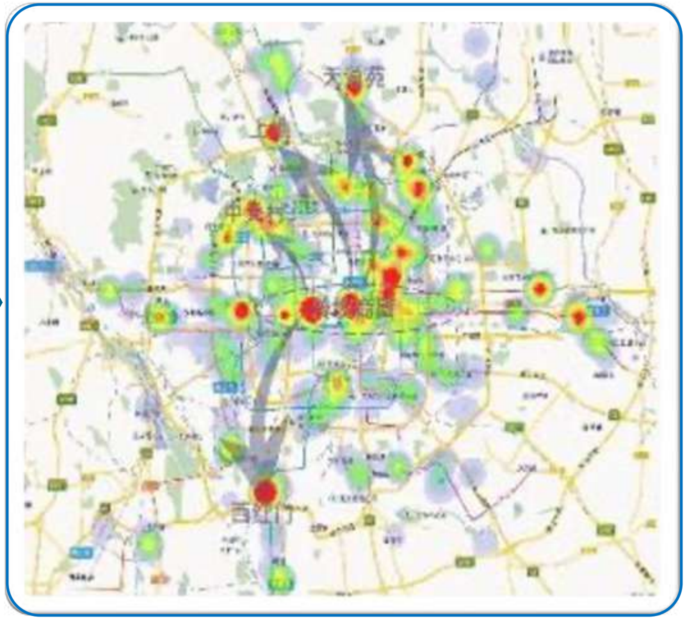


Collaborative filtering algorithm

- Need training data for recommendation based on historical data



Illustrative



Case 03 / VW ANHUI DSSO Agency Management
Our Approach

Illustration

DEEP DIVE: CREATIVE FORMAT IN CITY LEVEL LOCATION SELECTION

EU Brand City Shop (Experience center)
V- Gallery (Shanghai & Beijing)

In 2018, V-Auto set up innovative brand experience center in the landmark locations of Beijing Yansha (about 1,000 square meters) and Shanghai International Trade Center (about 400 square meters), Proposed V-Auto's new experience marketing concept.

V-Auto hopes to deliver "Customization, Socialization, Technology" to users in the experience center.

1 Attract → 2 Explore → 3 Experience → 4 Customize → 5 Enjoy

1 Attract
- Classic Nordic Culture
- Intelligent electronic interactive screen

2 Explore
- V-Auto Intelligent interactive experience
- Excellence models
- V-Auto brand culture

3 Experience
- V-Auto VR experience
- Mobile Phone screen projection system
- Intelligent projection system

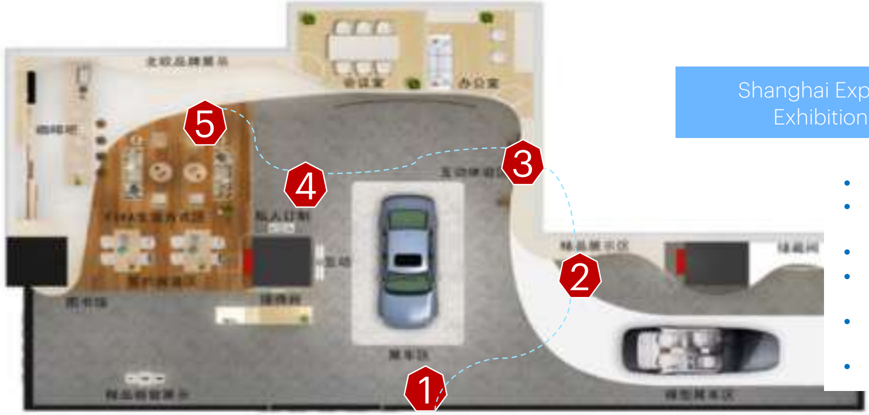
4 Customize
- Customized car
- Custom Nordic boutique

5 Enjoy
- Nordic FIKA Afternoon Tea
- Palace-level audio experience

Nordic FIKA Era

Interactive Experience

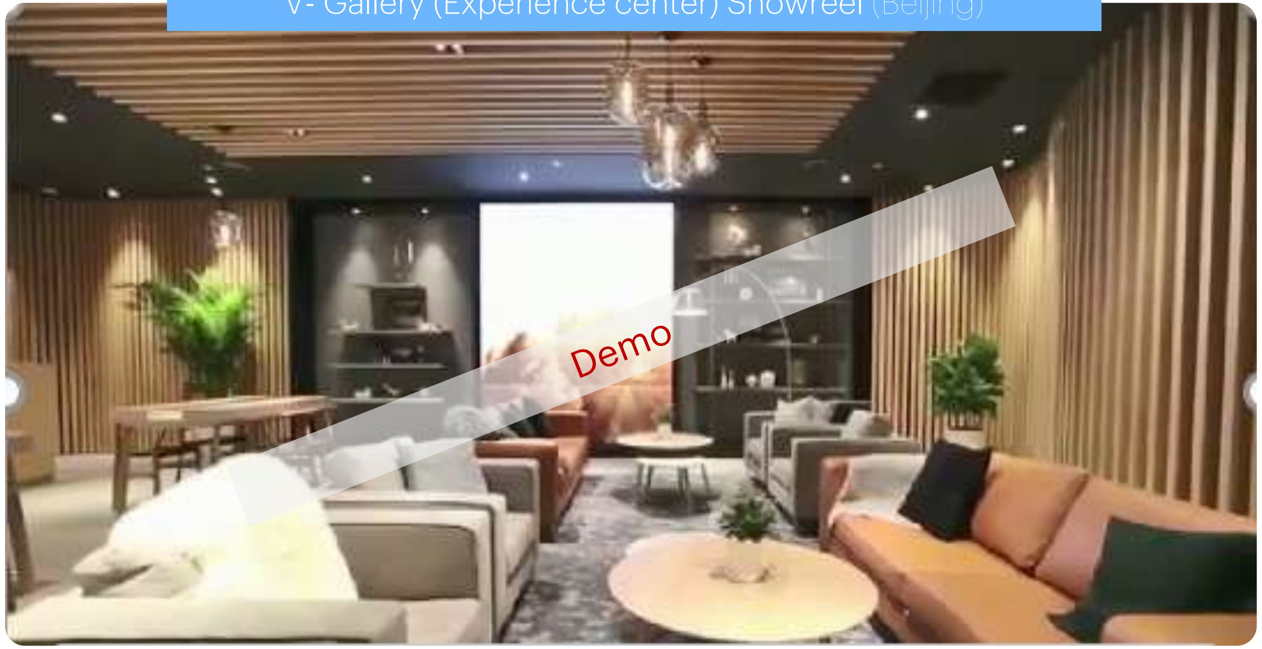
Branding Salon



Shanghai Experience Center Exhibition Hall Layout

- Welcome Zone
- Brand Cultural District
- Exhibition Zone
- Interactive Experience
- Boutique Display
- FIKA Living Room
- Bathroom

V- Gallery (Experience center) Showreel (Beijing)



Illustration

Case 03 / VW ANHUI DSSO Agency Management
Our Approach

CHANNEL FORMAT TO COVER PEOPLE MOVEMENT AND MAXIMIZE THE EXPERIENCE AND WINNABILITY

Key Considerations

Volume Plan in Target City

- Determine the offline channel format according to city tier level, competitive situation, branding acceptance, consumer location, agent capabilities, investment and profits.

Customer characteristics

- Customer demographics, customer touch points, customer demand.

Management Mechanism

- Agent Management Mechanism is determined by the principles of economy (single store sales/sales volume), control power(management & governance), adaptability to multi-cities

	AWARENESS		CONSIDERATION			PURCHASE		USAGE		LOYALTY	
MOMENT OF TRUTH	Know Product	Collect Info	Visit Showroom	Test Drive	Car Ordered	Wait for Delivery	Deliver Car	Service quality	Breakdown/ Roadside	Service Personalization	Loyalty Services
		LEADS					CUSTOMERS				LOYAL

COMMISSION JOURNEY	Traffic to Lead	Lead allocation	咨询 consultation	试驾 Test Drive	下单 order online	下单 order offline	交付 Deliver	售后 After sales	用户运营 Vehicle owner operation
OFFLINE CHANNEL			City Showroom				Delivery center	Service center	

Illustration

Case 03 / VW ANHUI DSSO Agency Management
Our Approach

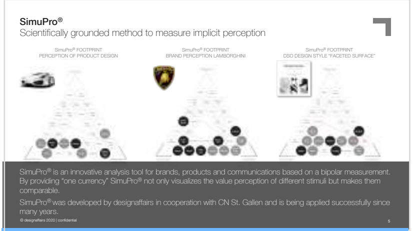
CITY SHOWROOM DESIGN: ESTABLISH A CLOSED-LOOP DYNAMIC EXPERIENCE

LEADS — CUSTOMERS — LOYAL

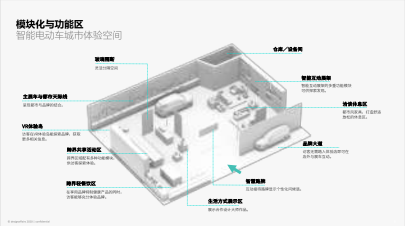
AWARENESS → CONSIDERATION → PURCHASE → USAGE → LOYALTY

- Brand Perception
- Invite to Store
- Participate Activities
- Information collection
- Test driving
- Vehicles Configuration
- Financial Plan
- Ordering
- Delivery waiting period
- Delivery
- Daily Driving

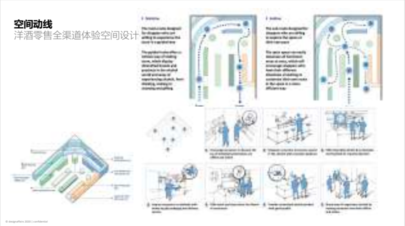
Physical Space ▶



SimuPro branding visual perception

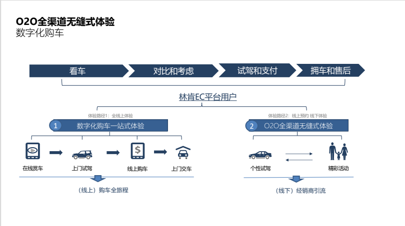


Modular Design

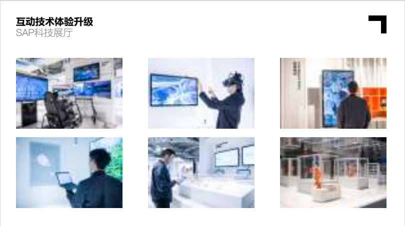


Space Moving Routine

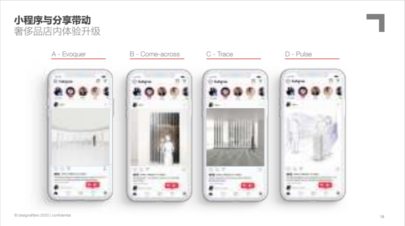
Digital Space ▶



Touch Points Through WholeProcess



Multi-sensory Experience Upgrade

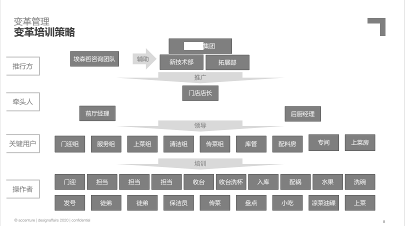


Online Digital Transformation

Product & Human ▶

Users Demands Classification

Scenarios Design



Service Reform Management

Case 03 / VW ANHUI DSSO Agency Management
Our Approach

Illustration

DEEP DIVE: VARIOUS FORMAT OF AFTERSALES SERVICE DRIVING THROUGHPUT

After-sales service system (entity) ····· Virtual Service Center ····· 400-000...Hotline

City Showroom | Delivery Center | Service Center

	City shop	Delivery center	Super Charging Station	Destination Charging Station	Direct Operated/Authorized Metal Plate Painting Center
Quantity Scale Distribution	National total quantity /city size/car consumption capacity; It is divided into 4-5 parts: product materials display, interactive, resting, business negotiation area, social activity house, etc.	National total quantity /city size/delivery capacity Divided into delivery area, rest area and business handling area, parking and charging facilities	**Location selection** (e.g near restaurants, shopping malls, WiFi hotspots, etc.), **Number of super charging piles, coverage areas, cities**	Destination car parking point charging station, location selection , **Service charges fee or free policy are determined by the merchant**	National direct-operated metal plate painting service center, authorized sheet and spray dealers that can Covering all provinces and cities across the country Special maintenance workshop: **machine repair metal plate workshop, aluminum body grinding room, high-end painting room, middle coating room, etc.**
Core Terms of Service	**A New Model Combining Online Direct Sales With Offline Direct Sales** Product Display/Vehicle Sales/Real products Experience/Test Driving/Financial Services/Car Owner Rights Consultation, etc.	**Intelligent Delivery System 、 Display and sales, new car deliveries, After-sales maintenance, repair, etc.** • Provide vehicle maintenance services such as tire changes • Accident or Collision Body Repair / Emergency Rescue / Fleet Services • Used car replacement/sales service • Six core services(**OTA upgrade, remote diagnosis, self-maintenance vehicles, smart prompts for simple repairs, mobile service)**	• **Supercharging stations provide 24-hours service** • **Home charging private pile exploration/installation service** • **Established the third-party service ecological partners**	• **Convenient for users to go shopping, watching movies, eating, travelling and other parking charging services** • **Established the third-party service ecological partners**	• **High standard for metal plate painting service and maintenance** • **Accident car damage claim repair service**
User Experience requirement And Behavior	• **Make an appointment** • **Sales reception** • **Car introduction** • **Product experience** • **Explore without interruption** • Learn about brand/product • Retain capital • Interactive activities • Test driving • Policy Consulting	**Delivery by appointment (list of documents for delivery) Finance/insurance, handling – temporary plate license, vehicle binding, new car delivery, green plate application, delivery satisfaction feedback (APP), delivery customer service feedback** Reservation/pick-up or delivery/maintenance reception/vehicle pre-inspection (online report), maintenance process review, completion, re-inspection, electronic work order and maintenance report and suggestion, confirmation, Online payment, car return, service evaluation	• **Daily driving** • **Searching car/park/charge/payment** • **To find super charging stations via APP** • APP function remote setting • One-click power up in APP • Exclusive charging pile service • Shared charging pile service	• **Daily driving** • **Searching car/park/charge/payment** • **To find Destination Charging Station via APP** • APP function remote setting • One-click power up in APP • Exclusive charging pile service • Shared charging pile service	• **Insurance consultation, Accident car driving/trailer, damage assessment, claims settlement, etc.** • "Zero Touching" Repair Service

Illustration

DEEP DIVE: APPLICATION OF THROUGHPUT MONITORING IN AFTER-SALES SERVICE CENTER

CDP dashboard demo

Key administer points

- Customers visiting data, including the number of daily visitors, service requirement type, vehicles under repairing, average maintenance frequency, etc. Highly visualized backend data management helps ensuring and improving after-sales service quality.
- The customer satisfaction radar chart can horizontally and vertically compare the key indicators of after-sales service centers in different regions/cities
- Implementing the standard can find the strengths and weaknesses of maintenance technology as soon as possible, in order to adjust personnel positions, accessories, materials, logistics and other issues in time.
- Customers' feedback is one of the professional assessment standards for maintaining brand reputation, supervising and evaluating after-sales service personnel.

#/04

ZEEKR AUTOMOTIVE OVERSEAS MARKETING DIGITAL CONSULTING PROJECT

CASE STUDY 2022-2023

END-TO-END DIGITAL PROJECT OF ELECTRIC VEHICLE BUSINESS OF A CHINESE PREMIUM NEV BRAND IN EUROPEAN MARKET

CHALLENGE

+ The overseas version of Zeekr 001, a high-end electric auto brand affiliated to Geely Group, China. They would to start mass production and launch in April 2023, also proposed gradually begin to delivery in European marketing. In accordance with the business strategy planning and the demands of continuous iteration and update, Zeekr would like to seek a advisory partner with international vision and multi-brand practical experience are needed to help them establishing an advanced digital platform to support the development of its business.

+ Driven by many factors such as technology, users, and policies, the EV market in Europe was expected to continue to grow at a compound annual growth rate of 35% in the future, and there is a lot of capacity for development in the market. Of course, as a NEV brand, it is self-evident that it faces many challenges in the overseas market: First and foremost, how to adapt to the target market and propose the best marketing model transformation as well as its supply chain and End-to-End service design; Next, the localization and diversification of the operating model, support for multiple channel models, and marketing strategies covering all overseas business areas (including competitive product analysis); Then, how to effectively use the conclusions of the research and analysis of the use habits of digital tools of users in the target market, and link resources at home and abroad to output competitive product analysis of other mainstream car companies' overseas marketing plans.

OBJECTIVE

+ For the Zeekr 001 brand, We had to integrate the seamless online and offline user journey, including the DTC model (Agency model) and the distribution model, support the transformation of the optimal marketing model directly that facing the target country, and the digital management requirements and construction direction suggestions for factories and supply chains under this model, including Strategic planning, business model verification, digital strategy, IT implementation, and global promotion solutions.

+ How to comply with the GDPR-EU General Data Protection Regulation, in line with enterprise architecture theories including but hot limited to: Zachman, TOGAF, FEAF, eTOM, ArchiMate, etc., Meanwhile, should to follow the other domestic and international financial policies, data security and laws or regulations.

OUR EXPERIENCE AND PERSPECTIVES: END-TO-END PROJECT ON THE DTC MODEL FOR A LEADING EUROPEAN OEM'S ELECTRIC VEHICLE BUSINESS

CHALLENGE OF THE CLIENT	PROJECT FOUNDATION	PROJECT SCOPE	C-LEVEL EXPOSURE
• EV sales are growing strongly across European Markets • User expectations are changing • Intensified competition and declining profits	• Business includes: Strategic Planning, Business Model Verification, Digital Strategy, IT Implementation, Global Promotion • Business Scope: 5 brands of the Automobile group(OEM)	• 5 brands' DTC models (Agency model) Seamless integration, to align online and offline user journeys • Maximizing (profit) and growing on a high baseline	• Monthly cross-functional CXO-level meetings • Efficient cross-functional decision-making mechanism

PROJECT EVOLUTION

Proved the financial and strategic benefits of a direct sales model

Conceptualized and validated a direct sales model

Detailed implementation and IT roadmap

CURRENT PROJECT PHASE

Detailing of wide direct sales blueprint incl. central IT

Local implementation across 7 European markets

Brand HQ support
Financial service
Central and local IT development& testing
Change & training
(NSC and network)
......

HQ FOCUS TOPICS

- Detailing the future sales strategy
- Designing The OP-model And Org-structure for 7 European markets
- Driving Seamless online-to-offline journeys
- Defining a European pricing strategy and implementing an intelligent pricing tool
- Designing a cross-border logistics and stock management concept
- Driving IT harmonization

WE DEFINE HOW TO PRECISELY ACHIEVE THE OBJECTIVE AND BUSINESS GOALS BY DEFINING OVERALL DIGITAL SOLUTION AS 6 ASPECTS, WHICH BE DIVIDED 13 KEY FUNCTIONAL SETUP MODELS IN ONE OVERARCHING WORKING PACKAGES

Highlight A

SCALABILITY

- Adapt to future business expansion
- Satisfied consumers' personal needs
- Big data to maximize the value of Client's Technology

Highlight B

DYNAMIC PROGRAMMING

- Uncertain business planning
- Uncertain business implementation approach
- Diversification and diversity of channels
- Uncertain cooperation ecology
- Uncertain competitive advantage

Highlight C

INTEGRATE EXISTING ASSETS

- Based on the OEM group or Zeekr's original domestic system, selective integration of functions, etc.
- Integrate the resources of the 3rd parties in the European market, including systems, kits, etc.

Highlight E

COSTS AND PROFITS

- Production and sales coordination of internal and external resources to optimize and maximize output
- IT resources need, includes self-developed and suppliers
- How to effectively control implementation costs

Highlight D

CUSTOMER-CENTRIC

- Improve business operations and enhance partners' digital capabilities
- Provide consumers with the ultimate experience
- Consumers in many countries have different needs and different habits of using digital tools

Highlight F

DATA SECURITY

- Europe has a lot of control over the collection and privacy of user data, and GDPR involves our applications.
- The European Union has reached an agreement on the "Data Markets Act", which will affect the industry

X functional team setup spanning
Strategy & PMO, Business and IT

Illustration

BASED ON THE REQUIREMENTS OF ZEEKR AUTOMOTIVE MARKETING DIGITALIZATION AND REFERRING TO THE OUR DIGITAL PLANNING FRAMEWORK, WE RECOMMEND THIS PROJECT BE IMPLEMENTED IN THE FOLLOWING WAYS:

MARKETING DIGITALIZATION MASTER PLAN

Phases: Current Situation And Digital Business Opportunities → Business Goals Setting → Implementation Roadmap

	Digital capabilities continue to improve	Value-driven demand points identification	Architecture planning and business blueprint	Business plan analysis	Implementation Roadmap
User Journey Planning	Target overseas user research (based on the brand tone, persona, etc. input by Zeekr Marketing Department) and further analysis, to investigate overseas user habits, and sort out online and offline digital touchpoint opportunities	User journey trends and value points mining Analysis of digital platform applications (global brands), analysis of digital channels for domestic brands going overseas, and planning of related application product functions/modules	User journey holistic diagram design (including solution suggestions for key scenarios) Data flow-flow diagram design (collaborate with IT application technology architecture)	Key link suppliers & self-development suggestions, personnel investment and cost estimation To analyze and recommend commercial packages that need to be used for applications, infrastructure, etc.	**Implementation Roadmap And Implementation Planning**
Business Structure	• Analysis and benchmark of Zeekr's business model to find the best practice path • Current business model (Marketing, Sales, Service) • User operation strategy of overseas mainstream new energy vehicle brands	• Analysis and insights of leading companies • Future strategic goals and key links • Internal and external challenges and opportunities in target markets	Deliveries: • Business Architecture • Business Processes Business and application matching		
Digital Architecture	• Focus on marketing, we analyzed the technical support service capabilities that can support the entire process (R&D, production, and supply chain) • Research and analysis of digital implementation tools that can support operational scenarios	• Application, integration, data, technology, security architecture development trends and opportunity analysis • Application data flow planning opportunity analysis • Infrastructure opportunity analysis • Digital opportunity product portfolio, value positioning and priority	Deliveries: • Application architecture blueprint • Integration architecture blueprint • Technical architecture blueprint • Data flow and database architecture blueprint • Infrastructure architecture blueprint • Security architecture blueprint		
	Risk, compliance management, insights and interaction improvement				

Digital Capabilities Continue To Improve

Knowledge Transfer	Transfer of marketing digital planning capabilities, knowledge transfer, and subsequent implementation project collaboration
Project Management	Project communication management, project quality management, project risk management, project change management, project acceptance management

Illustration

BUSINESS MODELS OF MAIN TARGET MARKETS

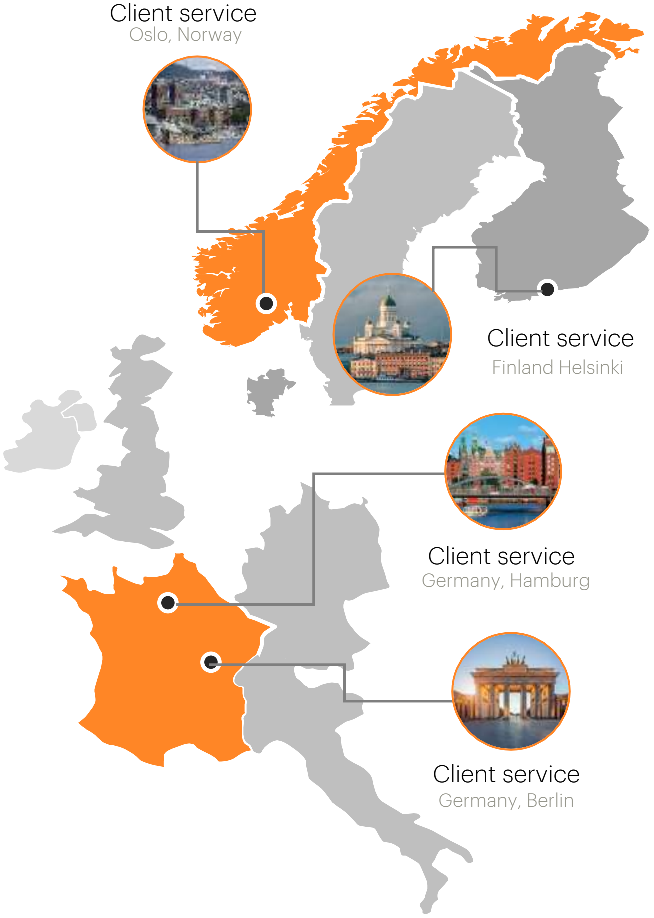
- The European market has obvious differences among countries due to their different economic and social development levels, population sizes, industrial policies, and market capacities. Traditional automobile powerhouses Germany, France, and the United Kingdom lead the European NEV market; the penetration rate in Nordic countries continues to increase, and electrification is accelerating; the trend in high-income countries is obvious.
- Based on the market environment, consumer demand, channel efficiency, and regulations in different European countries, it is assumed that Norway, Finland, and Germany are used as pilots to verify the business model.

Categories	States	Car Sales In 2021	BEV Sales In 2021	Plan To Enter	Pilot Market	Representative Dealers (Top50)	Testing Business Models
Nordic countries	Norway	176,276	119,076	√		MoellerBil	DTC
	Sweden	301,006	57,469	√	√	Bilia/I.A. Hedin Bil	
	Finland	98,481	10,138	√		Veho	Agency
	Denmark	185,324	124,811	√		Semler Gruppen	
	Holland	322,831	63,537	√		Van Mossel /Pon Holdings/Louwman etc..	
Automobile power	British	1,647,181	124,811	X		Lookers/Pendragon/Arnold Clark etc..	
	Germany	2,622,132	355,909	√	√	AVAG /Gottfried Schultz/Senger Group etc..	Distribution
	France	1,659,003	161,927	√		Gueudet/BymyCar/Car Avenue etc..	
	Italy	1,457,952	67,252			Autotorino	
Iberian Peninsula	Spain	859,477	26,911	√		Quadis	
	Portugal	146,637	13,259			Salvador Caetano	
High-income countries	Switzerland	238,481	31,823	√		Emil Frey/AMAG/Merbag	
	Austria	239,803	33,366	√	√	Pappas Holding	
	Belgium	383,123	21,337	√		D'leteren Auto/Alcopa	

Source: Marketline

Illustration

INSIGHTS INTO CAR CONSUMPTION CHARACTERISTICS IN EUROPEAN TARGET MARKETS



Norway

- The daily expenses of Norwegian consumers are mainly housing, water and electricity bills, and they rarely spend money on formal wear
- Each family in Norway can only own one car. People in cities choose to pay for shared car services on a regular basis. The car ownership rate of OSLO is relatively low (63%)
- The willingness of non-profit car sharers is prominent
- Strict non-electric vehicle laws (such as high taxes and tolls, a small number of parking spaces)
- The demand for B2C VAAS for daily cars is relatively low (Value Added Application Solutions)
- New retail e-commerce created the highest annual revenue in 2020, reaching US$6.4155 billion, accounting for 75.4% of the total; nearly 50% of users pay close attention to mobile phone brands, followed by personal cosmetics and clothing, and car brands are in fourth place (20% for men and 14% for women).
- Norwegians have a lot of spare time, and they also pay great attention to the balance between work and life, and they love outdoor sports very much.

Germany

- The daily expenses of German consumers are mainly housing, water and electricity bills, followed by television and audio-visual products
- Germany's television and media industries are very developed. Nearly 90% of German households have cable or satellite TV, which can receive public free TV and commercial TV channels; there are more than 500 public and private radio stations; many of Europe's best-selling newspapers (or online media) and magazines are published in Germany.
- Germany's game market is also one of the largest in the world. Gamescom held in Cologne is one of the world's largest game exhibitions. German designers are well-known in the field of modern product design, such as Bauhaus. Germany is also one of the leading countries in the fashion industry
- Volkswagen AG Volkswagen Group contributes almost all of the total revenue of the entire automotive industry, 245,910 Million USD (2020), with 662,575 employees.
- 56% of male users pay close attention to mobile phone brands, followed by TV audio, clothing and shoes, and car brands are in fourth place (34% for men and 25% for women).

Finland

- The daily expenses of Finnish consumers are mainly housing, water and electricity bills, followed by food and TV
- Finland is a model of highly developed economy, with high-tech and high-end manufacturing industries, especially in IT/media/games/clean technology and biotechnology.
- Finns are very honest and direct in communication, and verbal contracts are very serious. They keep their promises in business activities, do not talk about prices and talk nonsense, and the prices are best to be consistent.
- They like to create spacious private living spaces, including personal work environments, so networking is not a business culture in Finland.
- English proficiency is very high, and young people aged 26-30 are ranked third in the English test index of 100 countries.
- The very high car ownership rate is 535 cars per thousand people in 2010, and the mobile phone penetration rate is also the highest in Europe, reaching 156.1%.
- 66% of consumers are most interested in food, followed by clothing and shoes. 63% of male and 68% of female users are very concerned about mobile phone brands, and cars are in fourth place (41% for men and 29% for women).

Illustration

EUROPEAN BEV MARKET SUMMARY: SIGNIFICANTLY DIFFERENT TO COMPARE WITH CHINESE MARKET

Market Prediction

- It is estimated that in 2022, BEV will reach 1.5 million and PHEV will reach 1.1 million, with the upward momentum strengthening.
- The penetration rate in developed countries in Northern Europe and Western Europe is high, and there are obvious differences in electrification between regions.

Market structure and prices

- Volkswagen, Stellantis, Renault Nissan, Tesla, and Hyundai are the market leaders. They value brand effect and after-sales service and are not interested in new forces.
- There is no obvious price range, no low-priced models, and the general price is above 30,000 euros. The leading models are Model 3/Y and VW ID3/4.

Sales channels

- The density of the existing channel network in Europe is high, with supply exceeding demand
- 77% of new car buyers expect a combined online and offline purchase journey
- Under the influence of the epidemic, the trend of channel innovation has strengthened, and the agency model has become the choice of mainstream traditional car companies in Europe; mainstream car companies have launched online car purchase channels

Key Factors In Car Purchase

- Price, safety and reliability, driving range, charging facilities
- Brand effect, after-sales service
- Car cost, power consumption, styling, appearance(Car exterior design)

Product Preferences

- The trend of high voltage, the pain point is to solve the charging problem when driving long distances
- Battery price changes have limited impact on vehicle prices and sales
- Focus on vehicle performance
- Currently, except for Tesla using iron-lithium batteries, no other models are using

Regulations

- CECRA recommends that future regulations should include restricting OEMs' direct sales and countervailing behaviors that are inconsistent with the principle of fair competition
- CECRA recommends clarifying the legal framework for authorizing the collection of user data and eliminating differences between OEMs and dealers on customer data issues.
- GDPR, consumer privacy protection
- Fit For 55 Act, proposes a 55% reduction in carbon emission standards from 2030 on the basis of 2021
- The EU government encourages BEVs

Illustration

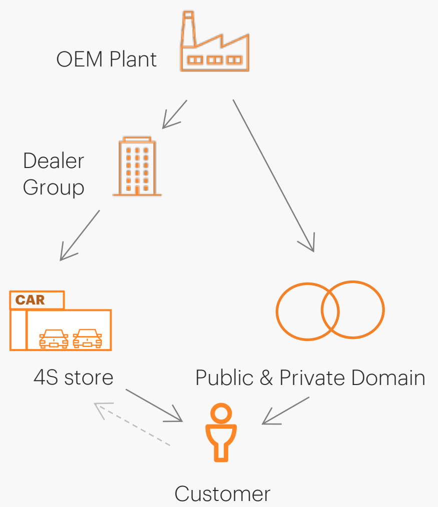
THE UNDERLYING BUSINESS LOGIC AND MANAGEMENT CHARACTERISTICS OF THE CONSUMER-ORIENTED MODEL

CHANGES IN BUSINESS LOGIC:

- The business logic of car sales in the product era is people looking for cars, inventory-based sales, high capital occupation, and mainly offline channels
- The business logic of car sales in the user era is cars looking for people, cultivating online and offline traffic, focusing on improving customer experience, and empowering channel efficiency through digitalization

Traditional Model: B2B2C

Distribution Model



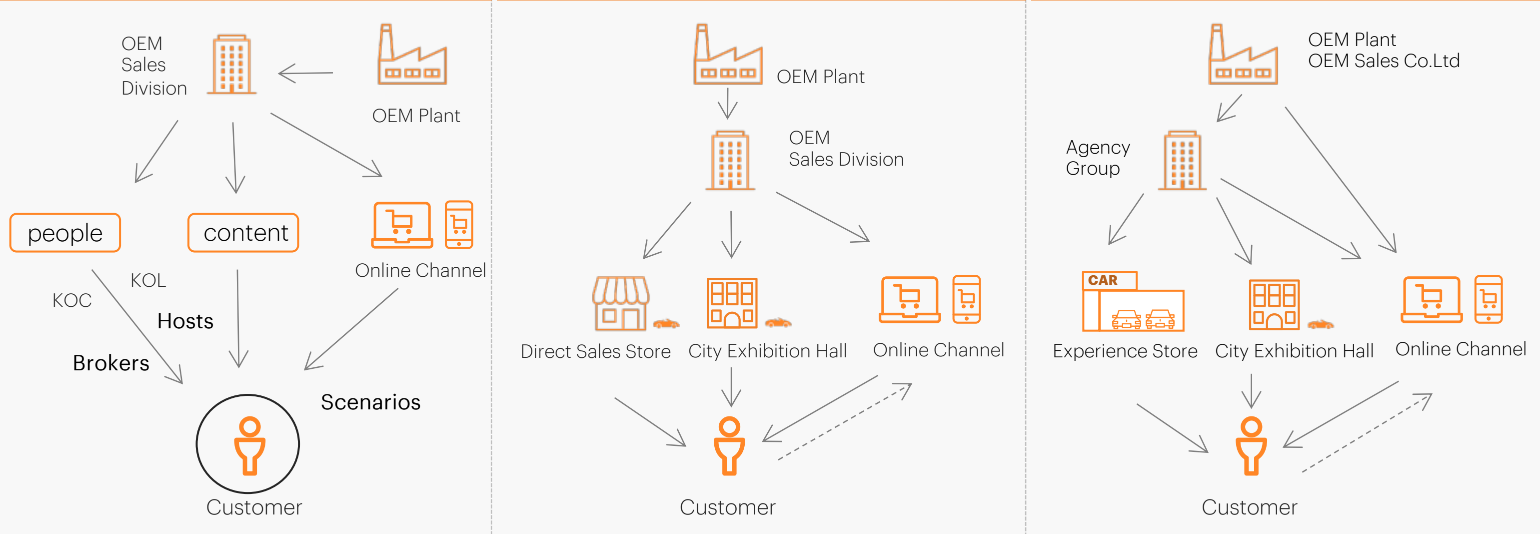
ADVANTAGES: Transfer of funds and inventory risks, rapid channel expansion.
DISADVANTAGES: Brand communication, consistency of service quality, difficult to obtain Real customer data.

Management features:

1. OEM does not directly face customers, based on transaction management, the core link of sales is to obtain leads and promote conversion
2. Manage dealers through business policies, rebates, bonuses, and honors

Consumer-oriented Model (DTC Model)

Innovative User Channels | Direct Sales Model | Agency Model



Innovative User Channels
ADVANTAGES: Direct access to customer data, less capital occupation, faster channel expansion, and greater brand communication volume
DISADVANTAGES: Increased management complexity, consistency of service quality, and control of UX quality

Direct Sales Model
ADVANTAGES: Brand communication, consistency of service quality, direct access to customer data
ADVANTAGES: Large capital occupation, slow channel expansion

Agency Model
ADVANTAGES: Brand communication, consistency of service quality, Direct access to customer data, less capital occupation, Faster channel expansion
ADVANTAGES: High management complexity

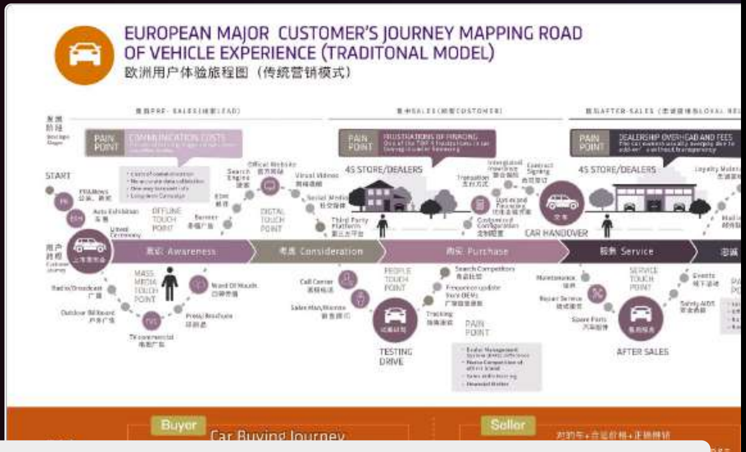
Management characteristics:

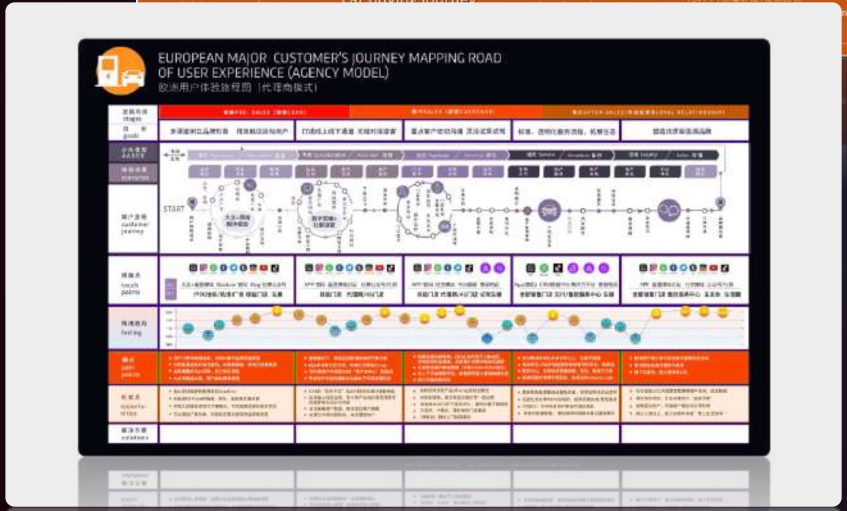
1. OEM directly faces customers, based on user operations and user experience management, the core sales links are perception, consideration, purchase, use, loyalty, recommendation, providing the ultimate experience around user journey and touchpoints, and maintaining a strong connection with users during the car ownership cycle. The sales link is more refined,
2. multiple channels and management models coexist, management complexity is high, and collaboration with stakeholders requires flexibility and agility to create an efficient management system.

Illustration

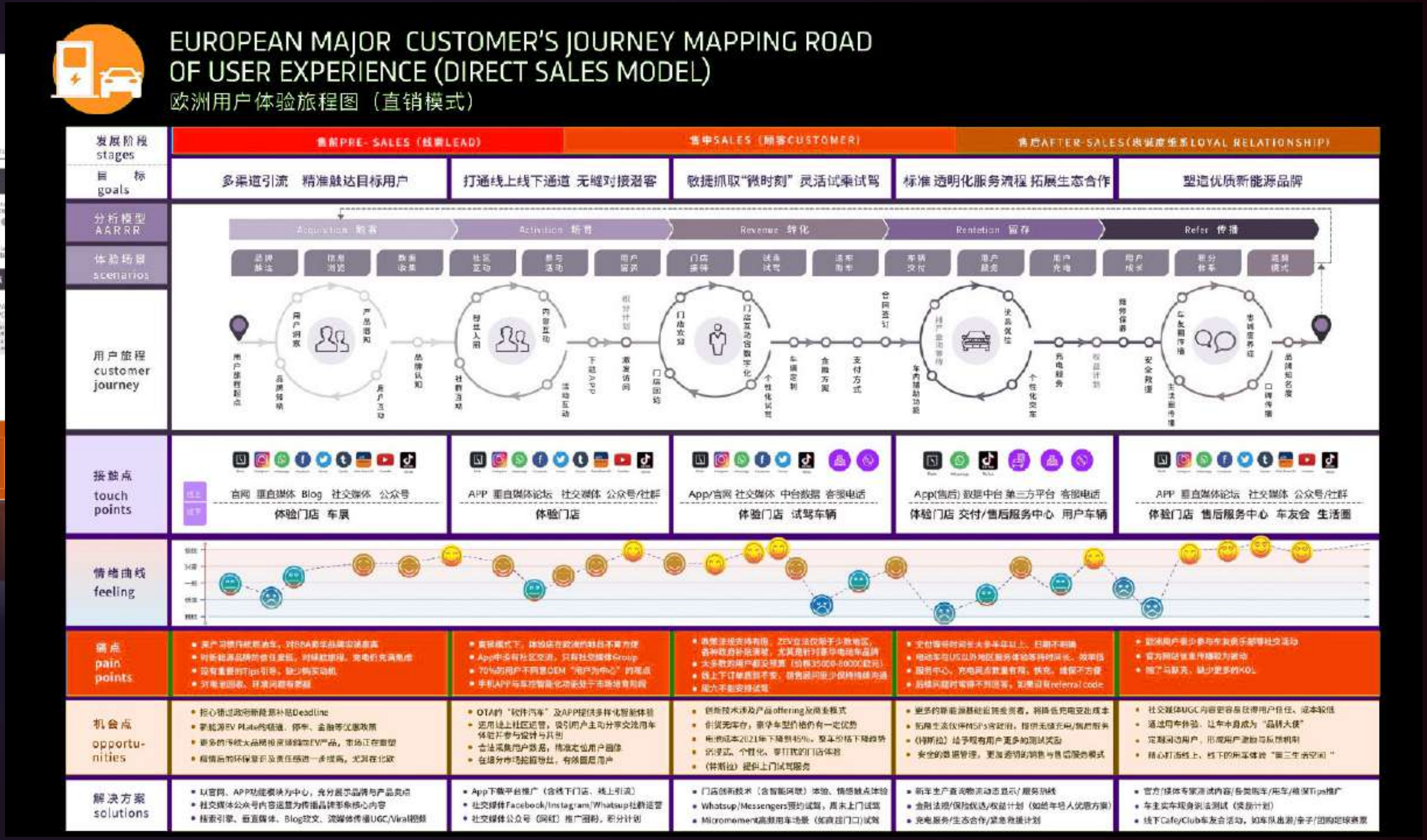
THE USER EXPERIENCE HOLISTIC FULL-LINK JOURNEY MAP (DEALERSHIP AND AGENCY MODEL) OF THE CONSUMER-ORIENTED MODEL

➢ Distribution Model





➢ Agency Model (Hybrid)



➢ Direct Sales Model（DTC）

Illustration

SOLUTIONS FOR CAR COMPANIES TO EXPAND THEIR OVERSEAS BUSINESS

	Industrial Portfolio And Operating Mode	Market Choice	Interest Ecology	Business Resource Layout Ability To Build	Sales Agencies Business structure	User Operation User Experience
Descrip-tion	• What is the company's positioning? (The company participates in the image of global competition) • What is the industrial portfolio? (Hardware to digital services, solutions) • What are the operation mode and governance structure? (The operation and governance of the Group and Jiyang Technology)	• Where to go more safer to operate? • Where can the client grow more stable? • Where does the layout of the industry be more orderly? • What is the market selection strategy? • What are the market entry and expansion strategies?	• Great market potential, in areas that have accumulated rich experience in the local area, can set up branches/factories • When entering the initial stage, strengthen the connection with the relevant parties of the local interests, and build an ecological business environment.	• How to layout business resources and structure (Marketing service/supply chain/R & D capacity global layout strategy) • How to organize operating capabilities? (Organize the operation mode and background support capabilities) • Refresh the global strategic blueprint and path in the new era	• For different countries, how to identify effective business models • How to establish an efficient marketing service process to promote business development • How to face consumers, agents, dealers	• How to build a three - dimensional service system to enhance consumer experience • Use data to drive the entire daily operation to improve the long -term customer experience
Pain Points	• How to interpret relevant policies so that the product meets the local access standard • How to effectively observe consumers and make products and services meet local consumers' needs. • How to carry out user -centric product strategies • How to conduct in -depth analysis of the industrial chain and value chain		• Change of personnel changes, organization adjustments, previous cooperation methods changed, business progress is blocked • How to identify the stakeholders of the local market and how to build an ecology. • How to ensure efficient business development • How to solve the acceptance of brand and products • How to solve the problem of OTD, product and service price		• What kind of sales channel should be used for different consumers, what are the consumption habits? • Which crowd conversion rate is the highest • How to effectively control the price system	• How to solve the faults of user operation and user experience • How to continue to increase the experience of marketing, sales, and service
Solutions	• Integrate the group's resources and industrial resources, open up the gaps of various business sections, and drive products, services, and supply chains to support overseas business development		• Efficient organizations and processes to ensure business • Effectively interact with consumers		• How to effectively enhance the experience around the user journey and enhance the reputation • Digital means to promote the implementation of the business • Maximize product strength, marketing power, and brand power	
	Digital Business Solution					

AUDI 2023 PRICE ELASTICITY FOR SEGMENT II&III

Key components price research
and market promotion

CASE STUDY 2022-2023

BACKGROUND & OBJECTIVES

+ As competition intensifies within China's automotive aftersales market, traditional sales channels—particularly 4S stores and authorized dealers—**face mounting pressure from digital platforms offering competitive pricing on auto parts.** Recognizing the need for strategic adaptation FAW-Audi partnered with Accenture to explore **data-driven pricing solutions aimed at enhancing customer retention and dealer profitability**. By combining market insights with dealer feedback, this initiative seeks to pilot and refine innovative pricing models that respond to shifting consumer expectations and market conditions.

KEY COMPONENTS PRICE RESEARCH AND MARKET PROMOTION

OBJECTIVE

+ To address these challenges, Accenture will collaborate with FAW-Audi and its dealer network to design and implement a comprehensive Price Testing Program. This initiative aims to enhance customer loyalty and dealer competitiveness by optimizing pricing strategies across key auto parts. The program includes structured activities such as discount pricing, sales support, market engagement initiatives, sales performance monitoring, and data-driven reporting. By leveraging Accenture's Pricing & Commercial Strategy expertise—focused on creating agile, adaptive pricing models rather than linear processes—we will develop and test multiple pricing scenarios (A/B/C/D plans) to identify the most effective approach for sustaining sales growth and strengthening market positioning.

CHALLENGE

+ In recent years, China's manufacturing industry has rapidly evolved, leading to increased market saturation with homogeneous products. This, combined with the growing influence of e-commerce auto parts platforms, has significantly impacted the sales performance of major brand 4S stores and traditional auto parts dealers. Both have experienced a steady decline in customer retention and face increasing difficulty in attracting new car buyers. While external factors like the pandemic have further exacerbated these challenges, the core issue remains a fundamental shift in market dynamics and consumer behavior. The rising price sensitivity among car owners—particularly those in Segment II & III groups—has further strained customer loyalty and dealer engagement, especially concerning high-priced imported parts and wear-and-tear components.

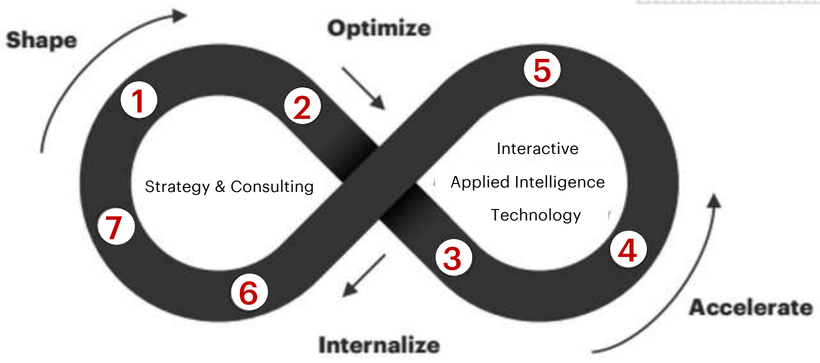
Illustration

OUR PRICING & COMMERCIAL STRATEGY PRACTICE COVERS ALL ASPECTS OF END-TO-END PRICING SOLUTIONS

1 Price & Commercial Strategy
- Customer Needs & Journeys
- Customer Segmentation & Offering
- Monetization & Pricing Model
- Portfolio Positioning Strategy
- Channel Pricing Strategy

2 Price Setting
- (Global) List Price Architecture
- Service & Logistic Pricing
- Price Bundling & Configuration
- Innovation Pricing

3 Discount, Bonus & Conditions
- Standard & Special Discounts
- Deals & Project Pricing
- Promotion & Campaigns
- Bonus & Loyalty System
- Commercial Terms & Conditions



4 Automation & Technology
- Dynamic Pricing
- CPQ Software
- Data Infrastructure & Cloud Architecture
- Data Ingestion & CRM/ERP Integration
- Data Storage & Security

7 Organization & Governance
- Governance & Escalation Rules
- Price Organization & Skills
- Processes, Roles & Responsibilities
- Incentive System & Compensation
- Pricing Playbook
- Price Communication

6 Performance Analytics
- Customer Profitability
- Commercial Reporting & Dashboards
- Margin Management
- Forecasting & Predictive Pricing
- Life Cycle Pricing

5 Agile Price Learning
- A/B Testing
- Willingness-to-pay Analyses
- Real-time Price Elasticities
- Value Selling & Negotiation Training

Pricing should be a reinforcing and agile journey and not just a linear process!

Illustration

EIGHT KEY ELEMENTS FOR SETTING PARTS PRICE

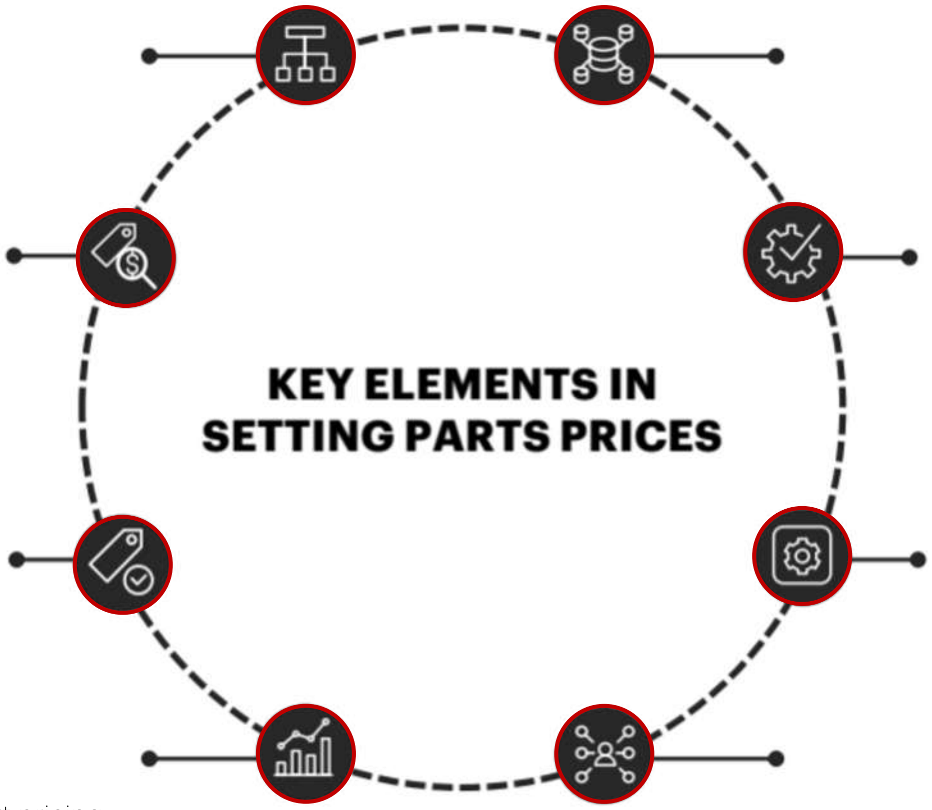
Competitive Intensity
- Proprietary/captive
- Semi-captive
- Competitive
- Commodity

Price treatment strategy
- Market-based
- Value-based
- Cost and Margin-based
- Kit Pricing

Pricing tools
- Granular rule creation
- Margin awareness
- Automated pricing
- Global alignment

Measure/Ad just analytics
- Financial performance
- Sales quantities
- Channel feedback
- Active rule management

- New part pricing
- Price List Scenario Handling
- Cost of Ownership(TCO) Understanding
- Global price list consistency



Market/Competitive Data
- Like-for-like benchmarks
- Periodic refreshes
- Lifecycle awareness
- Competitor targeting

Product taxonomy
- Product segmentation based on function, fitment, technical characteristics
- High-fidelity value-based price rules

Product Data
- Geometry
- Weight
- Images
- Engineering data
- Fitment
- Lifecycle

Team capacity/expertise
- Industry
- Aftermarket
- Aftermarket
- Product
- pricing

Illustration

PARTS SELECTIONS THROUGH PRE-SELECTION FROM OUR TEAM AND PARTS LIST FINALIZATION THROUGH DEALER SURVEY

Step 1. Parts Selection

1 Define parts selection logic & quantity

Define **parts selection logic & parts quantity** to be tested in each category (e.g., ADM 10 & Wear tear 5)

Parts selection logic

- Parts in focus product list
- Comparatively large sales quantity in dealers
- Included in multiple loyalty product packages (parts)
- Frequent discounted products (from OEM,GROUP,4S stores)
- Large sales quantity from 3rd party suppliers Such as Tuhu Car Maintenance

2 Initial selection from project team

Based on parts **selection logic, select 14 ADM & 8 wear tear parts** from Audi parts full list

Wear tear X8

- Oil filter
- Air conditioning filter
- Air filter
- Transmission oil filter
- Spark plug
- Windshield wiper
- Brake disc
- Brake pad

ADM X14

- Car door
- Wheel fender
- Front cockpit cover
- Trunk cover
- Sunroof
- Headlamp
- Taillight
- Front bumper
- Tail bumper
- Front grille
- Tank frame
- Air bag
- Distance sensor
- Chassis support

3 Dealer research for parts list finalization

Collaborate with FAW-Audi & Audi China to **finalize parts list** (10 ADM & 5 wear tear) through **dealer survey**

Dealer survey

- **Topic:** finalize parts list for price testing
- **Participants:** FAW-Audi dealers
- **Sample size:** Min. 100 dealers
- **Survey question type:** Tick boxes of most suitable parts for price testing, from the longlist provided by the project team
- **Time:** Week 2~3 of the project

Illustration

PRICE TEST PLAN (SUMMARY) FAW-AUDI AND ITS DEALERS JOINTLY SET UP A COMPLETE "PRICE TEST PLAN", INCLUDING PROMOTIONAL PRICES, SALES SUPPORT, MARKET ACTIVITY PLANS, INNOVATIVE SERVICE MODELS, THAT IS, THE A/B/C/D PLAN TESTING.

Step 2. Price Testing Plan

A Price Discount

Pricing is determined by multiple factors incl. Price Cognition, Quality Cognition, and Importance Cognition, etc.

Promotional Product Price Adjustment Test Suggestions:

- Wear tear product with 3 levels of discount- 5%/10%/15% off MSRP
- ADM with higher price range will be offered 4 levels of discount - 10%/15%/20%/25% off MSRP
- Packaged products with 5 levels of discount -4%/8%/12%/16%/20% off MSRP

Examples:

嘉实多极护专享高端全合成发动机油OW-30 1L【4S店自提】 **¥219.00**

Audi/奥迪原装防冻液冷却液 1.5L/4L【4S店自提】 **¥72.00**

Packaged Testing Price:

B Sales Support

To use conventional sales support methods such as Dealer Rebates, Discounts On Group Purchase Prices, and large sales incentives.

Sales Support Test Suggestions:

- Dealers who sell parts with higher MSRP will receive a rebate of x% according to the level or a single manufacturer rebate of xxx RMB, etc.
- Distributors cooperate with third-party groups purchase prices to reduce 2%-5% of MSRP

Examples:

Audi/奥迪车身运动套件
A6L **¥23376.00** / A4L **¥21000.00**
Audi/奥迪铸造级改色膜
(1) **¥13147.00** (2) **¥7402.00**
奥迪/Audi 量子车衣/透明炫彩车衣
¥14391/¥15367

C Marketing Events

Marketing Events plan: VIP membership, deposit discount, etc.
市场活动方案（VIP会员制、充值折扣等）

Marketing Events Test Suggestions:

- To set up more (5-6 types) 2-3 segment extended warranty service packages for Audi car owners, A3 family/Q2L Hengyue maintenance service 30% off basic maintenance for life, which can be chosen by different car owners.
- For example, To set a 30% off discount for major maintenance for "Triple Fun". That is to say, 3 Audi owners would enjoy larger discount (~50% off) if they enjoy service at the same time at same dealership.

Example（Good sales):

奥迪/Audi A3家族/ Q2L恒悦保养服务 终身7折基础保养 **月销 2000 + ¥769**

D Innovation Service Model

"Affordable service" scheme linked with Volkswagen 4S after-sales service (New business model)
与大众4S售后服务联动"平价服务"方案

"Affordable Service "New Business Model Suggestion:

- After the 4-8 years of Audi car owners are out of the warranty period, they can cooperate with Volkswagen 4S stores to provide after-sales services, order parts by themselves or go to Volkswagen 4S stores for maintenance. Or the case of parts update and can be recorded into the Audi maintenance system
- The retail price of some accessories can be kept the same as that of the VW products (mainly referring to general-purpose parts), but the major maintenance must be completed at the Audi 4S stores.

Example:

- 大众平价方案

一汽-大众原装备件火花塞
四只¥87.6起

¥1959.9
一汽-大众原装备件轮胎固特异

Illustration

PRICE ELASTICITY TEST THROUGH 1V1 INTERVIEW WITH FAW-AUDI DEALER AND RELATED AUTO INSURANCE COMPANY CLAIMS EXPERTS

Step 3. Testing @ dealers

1V1 Interview targets and objectives ：

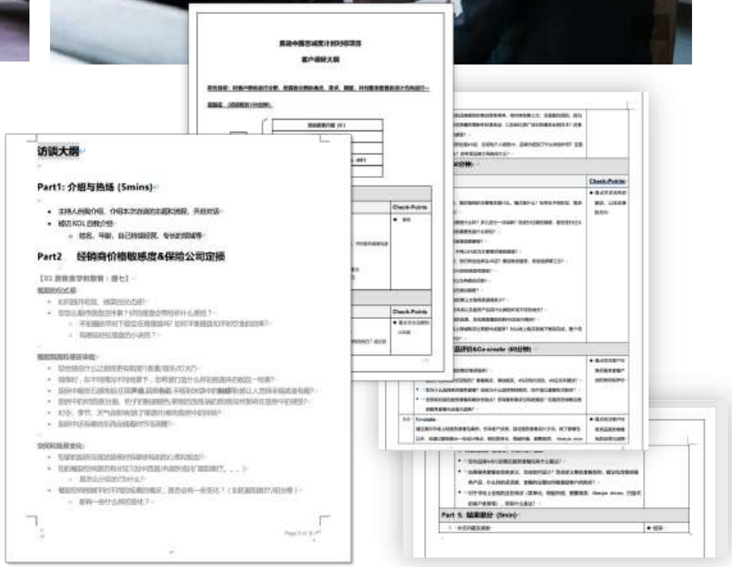
- By interviewing. **Audi China (1 central & 1 region interview),** we could **evaluate & upgrade price test plan**
- Through the experience of **frontline staffs & management of FAW-Audi dealers (5 dealers)** and their direct feedback on **wear tear parts sales status, price test plan & price sensitivity,** so as to make a price adjustment plan that best meets marketing demand.
- Through **1V1 interviews with insurance company claims experts (3 interviews)** , in-depth discussion of **sales status & price elasticity of ADM** that balance the interests of car owners, insurance companies, and dealers.

Interview Key Points

- *Parts price test plan review & upgrade*
- *Price sensitiveness & elasticity of selected parts (wear tear & ADM)*
- *Pricing strategy*

➤ Interview with FAW-Audi dealer front line staff & mgmt.

➤ 1 V 1 Interview With Insurance Company Claims Expert



Illustration

CUSTOMER PRICE TEST SAMPLE SIZE CALCULATION MODEL

Step 3. Testing @ dealers

Step 1: Confirm the overall/respective sample size based on the confidence interval formula and the proportion of parts ownership

<< SAMPLE SIZE CALCULATION >>

$$n = \frac{1.96^2 \cdot p \cdot (1 - p)}{0.03^2}$$

#	Ownership proportion(p)	Sample to be recruited(n)
ADM 1	2%	84
ADM 2	3%	124
ADM 3	5%	203
ADM 4	7%	278
ADM 5	3%	124
ADM 6	8%	314
ADM 7	10%	384
ADM 8	20%	683
ADM 9	4%	164
ADM 10	9%	350
W&T 1	7%	278
W&T 2	10%	384
W&T 3	12%	451
W&T 4	13%	483
W&T 5	45%	1056

Showcase for now needs to be verified with real data input

Source: ILO school-to-work transition survey: A methodology guide, Ac analysis

A

Overall project sample size:

5360

(Showcase for now needs to be verified with real data input)

Step 2: Calculate the sample number for each customer division (by model range/active state) through the division ratio

<< SAMPLE RATIO >>

B *Model range ratio*

C *State ratio*

- <350k
  - Lost customers (XX1)
  - Active customers (XX2)
- 350-750k
  - Lost customers (XX3)
  - Active customers (XX4)
- >750k
  - Lost customers (XX5)
  - Active customers (XX6)

(XX1/2/3/4/5/6) = A * B * C

Illustration

PRICE TEST WITH CUSTOMERS OF EACH SEGMENT NEEDED AT DEALER SIDE

Step 3. Testing @ dealers

* Example of customer segmentation

S1 Expressive Brand Upstart	S2 Business Elites	S3 Family Oriented Pragmatist	S4 Unbiased Waver
High-end vehicle new owners. Opinion leader in both lifestyle & entertainment. More participant in campaigns and promotions. High potential in repurchase. Great interest in the latest models.	Mid-to-high end vehicle owners with long-term use. Mostly for business use, not price sensitive. Most of the vehicle have regular maintenance behavior. Will rather not purchase extra service or parts.	Mid-to-high end female owners with over 3-year car age, lack of aftersales experience, not price sensitive. Safety is the most important feature they care about. Believe in brand quality of both product & service. Would purchase extra service for convenience.	Lost mid-end vehicle owners within 4-year car age. Out of warranty for short period of time and looking for potential alternatives. Very price sensitive and do not have brand loyalty.

S5 Young Car Enthusiast	S6 Loyal Audi Fans	S7 Practical Realist
Mid-end new vehicle owners. Passionate about car modification and have rich aftersales knowledge base. Technology & appearance are equally important. Very likely will become 4S lost customers after warranty period.	Mid-end vehicle owners with over 3-year car age. Have faith in brand and original product & service. Willing to pay over-priced product at 4S stores	Low-end vehicle owners with over 3-year car age. Most of them choose the entry level vehicle to meet basic commune needs. Mostly 4S lost customers as they are very price sensitive.

Illustration

PRICE TEST MECHANISM AND APPROACH (1/2)

Step 3. Testing @ dealers

A/C/D Scheme price sensitivity customer testing

Testing target car owners -- Type A dealer visit customers

A

Outlets that meet target segments' need should consider:

- How is the monthly natural traffic?
- How many visits per day are possible?
- Percentage of cars in accidents & maintenance? Percentage of car age segments?
- Target customers that can be reached per day?
- Lost customer rate?
- Time and cost of test advisor in-store counseling?

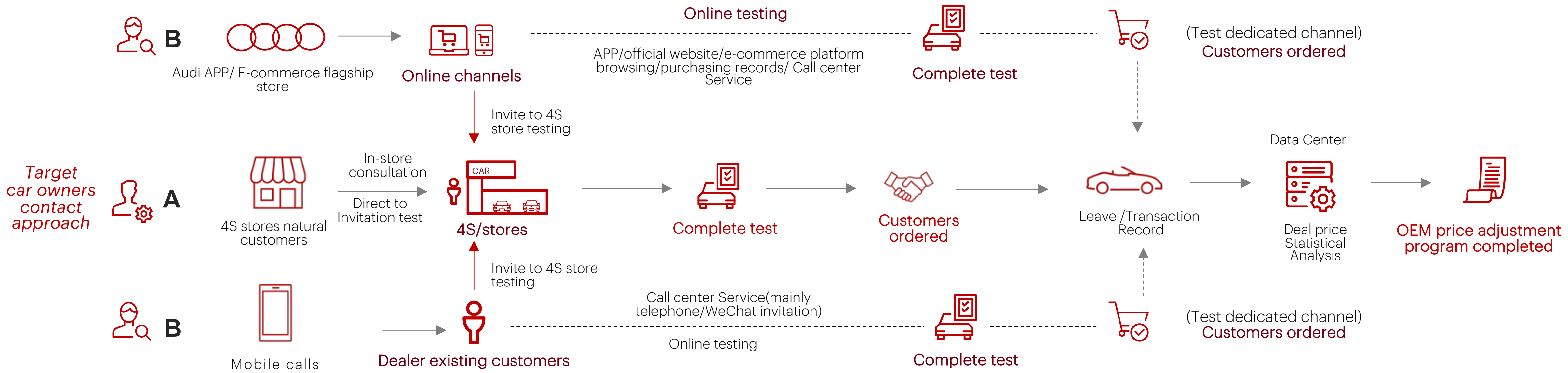
Testing target car owners -- Type B online channels

B

Online targeted customers need to consider:

- Online referrals from regular customers
- Telephone inquiries (cell phone number, WeChat, back-office services)
- E-commerce platform browsing/purchasing records
- Measurement: how many active customers & lost customers

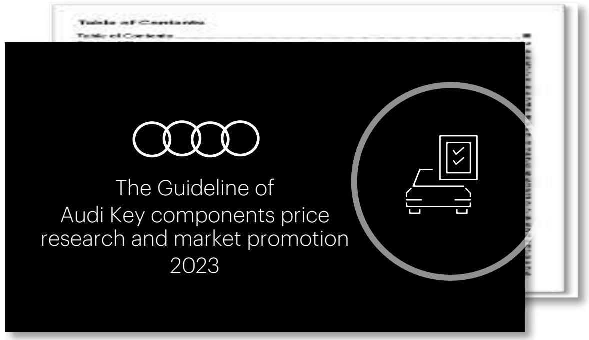
**Example: a dealer with 20,000 customers, 15,000 owners, Approachable customers account for 50%, from which 10% of the test is selected for testing (of which 20% of customers are active and 80% are lost)*

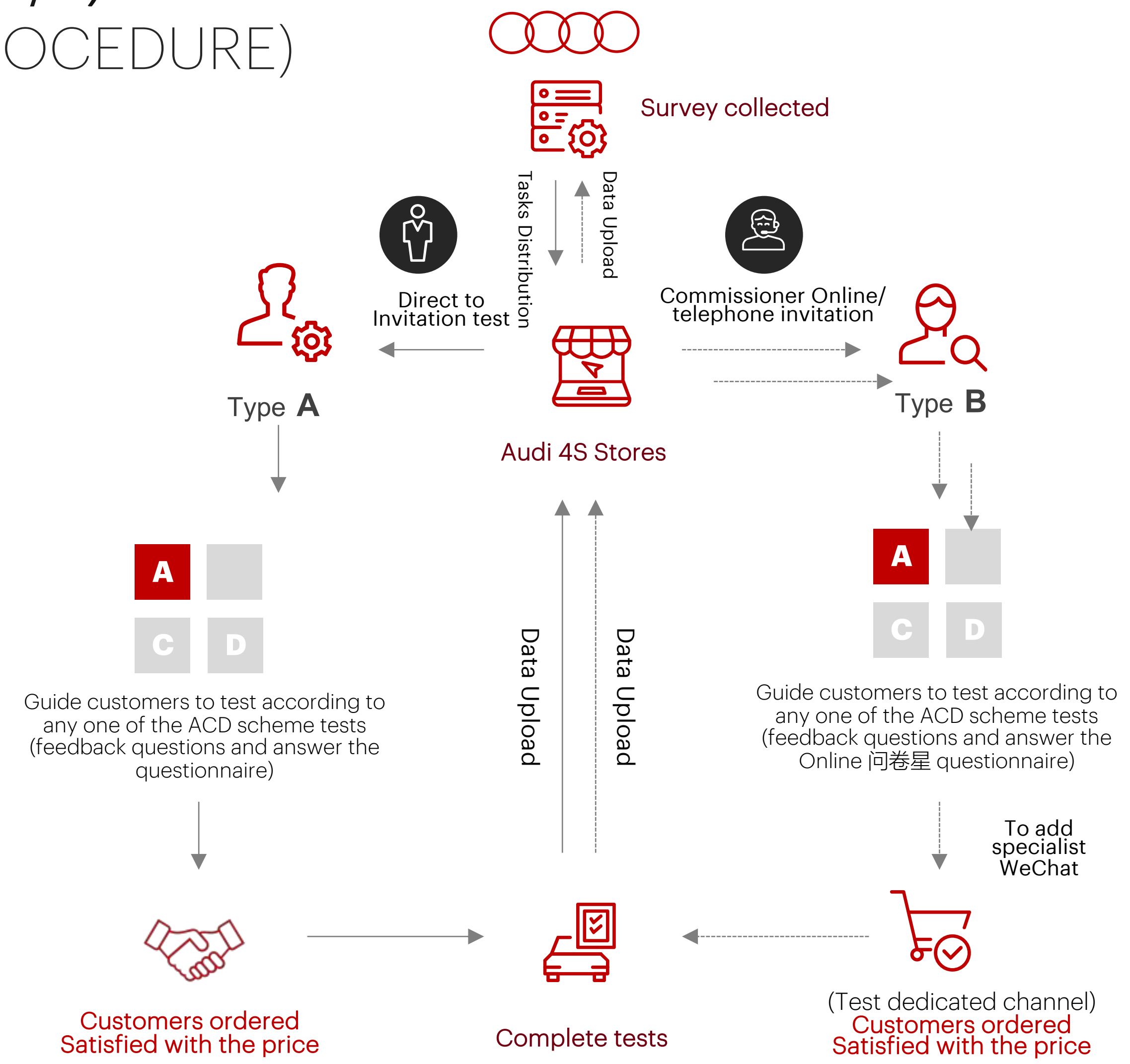


Illustration

PRICE TEST MECHANISM AND APPROACH (2/2)
CUSTOMER TESTING GUIDE (OPERATING PROCEDURE)

Step 3. Testing @ dealers





* Sample of data collection flow chart

Key administer points

- *Test the basic requirements of the target users' information*
- *Testing store selection: only one Audi 4S store can be selected in a city (All A/C/D programs can be test)*
- *Test method: a customer can only test once (online/offline/customer service telephone contact interview)*
- *Unified after-sales service sales skills (consultant to assist)*

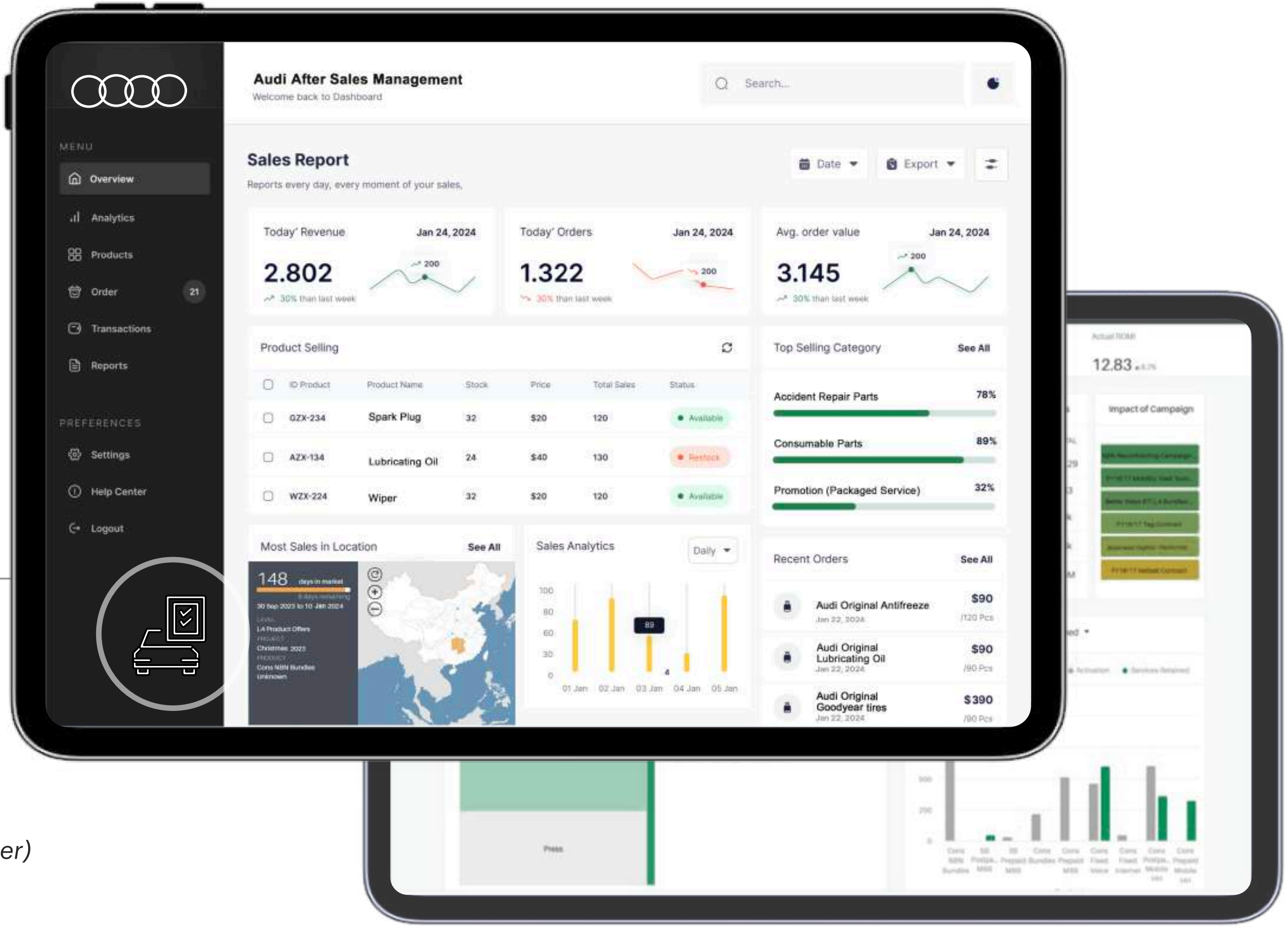
Illustration

SALES MONITORING KPI TARGET

DRIVEN BY DATA, IT PROVIDES ACCURATE AND SCIENTIFIC BASIS FOR PRICE ADJUSTMENT OF MAJOR SUBDIVIDED PRODUCTS AND SERVICES.

Step 3. Testing @ dealers

To Set up the 4S stores data monitoring dashboard that participated in the test, and you can gain insight into the sales changes of original accessories according to different dimensions, such as target user characteristics, vehicle age, model, service type, etc. Created with POWER BI visualization tools (optional) to ensure sales monitoring, but also to extract business value from complex insights.



Our Outcome Demo

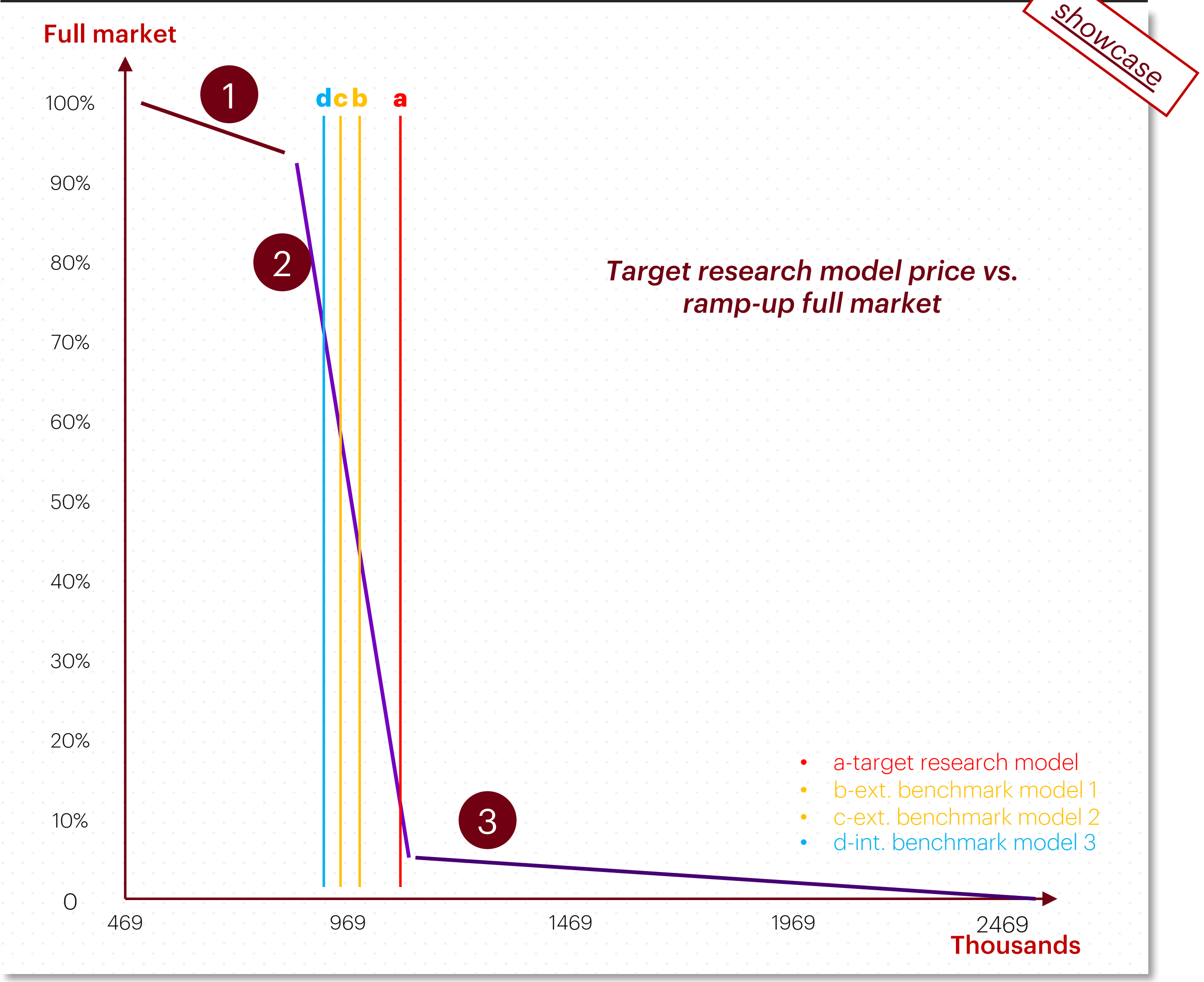
Key administer points

- *Dashboard report visualization*
- *Weekly/Monthly sales change*
- *Communication meeting mechanism/periodical*
- *In-store inspection (such as OEM after-sales service sales area manager)*

Illustration

PRICE ELASTICITY ANALYSIS DEMO

PRODUCT PRICING POSITIONING SOLUTION
FOR A PREMIUM AUTO BRAND

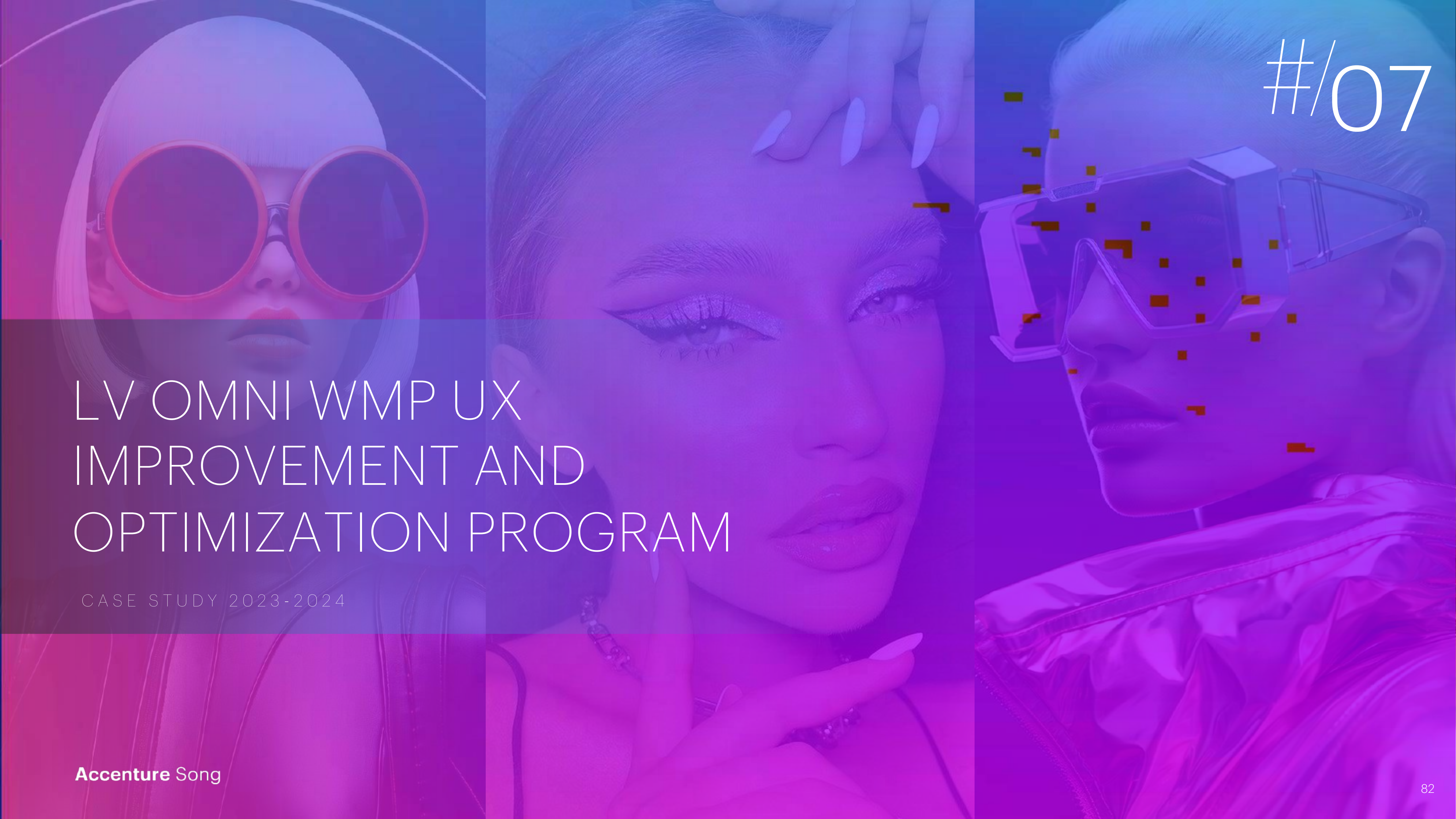


KEY IMPLICATIONS EXPLANATION

1 In stage one, when the model price ranges from 469k- 739k, the market share of the model would take up between 90%-100%; For every price increase of 27k, the market share will decrease by 1%

2 In stage 2, when the model price ranges from 739k-1098k, the market share of the model would take up between 5%-90%; For every price increase of 4.3k, the market share will decrease by 1%
Besides, it is the range where the target model & int./ext. benchmark fall in.

3 In stage 3, when the model price ranges from 1098k-2578k, the market share of the model would take up between 0%-5%; For every price increase of 296k, the market share will decrease by 1%



#/07

LV OMNI WMP UX IMPROVEMENT AND OPTIMIZATION PROGRAM

CASE STUDY 2023-2024

Accenture Song

Agenda

01. OMNI MINI PROGRAM REVAMP RECAP

a. Challenge and Objective
b. Our solution and Outcome(Delivery Demo)

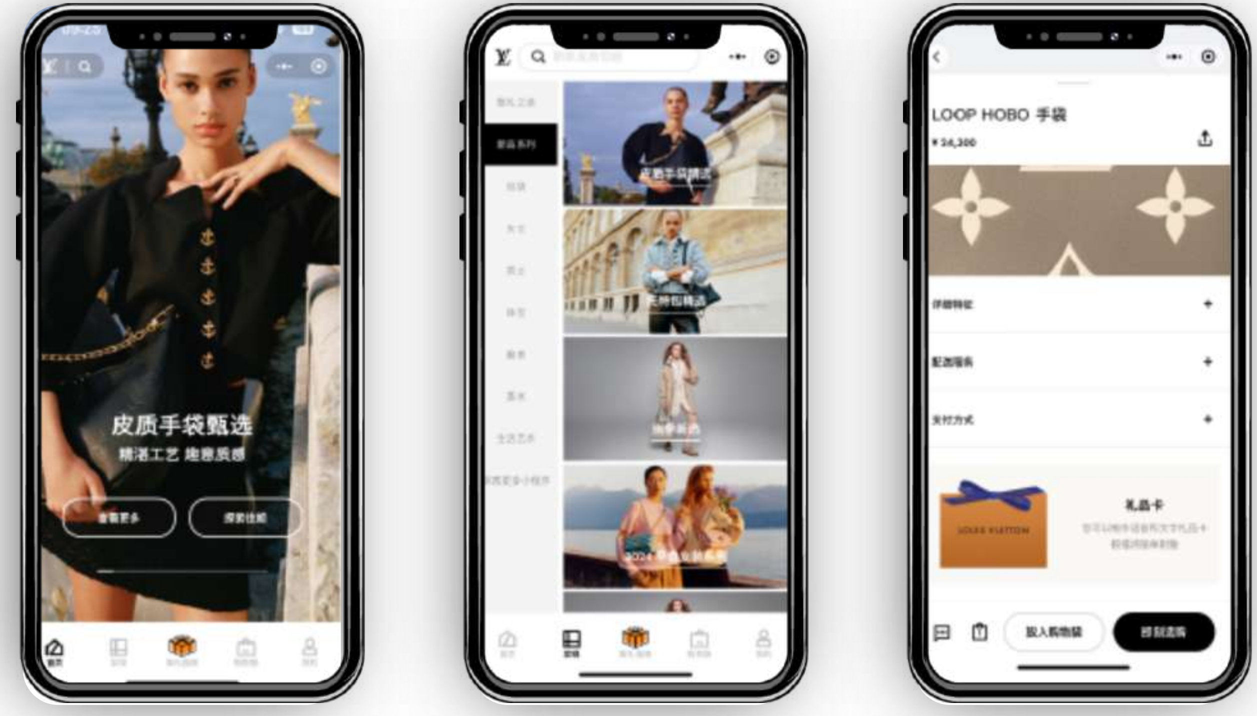
02. OUR UNDERSTANDING & POV ABOUT LV SCRM

a. MyLV Exclusive MP AS-IS Audit Summary
b. Project Objective Understanding (Service Hub/ Circulation of WMP Eco System)
c. Industry Benchmark Research(Dior/Bentley/Cartier)

03. OUR CORE APPROACH

a. Our Approach (Discover/Describe/Design)
b. Project Timeline and Our Team

LV OMNI WMP FLOW OPTIMIZATION , RECOMMENDATION, IA & Prospect & Gifting



CHALLENGE

Louis Vuitton as a luxury brand which was named the world's most valuable for six consecutive years. However, its' digital channel LV Omni WMP faces the challenge of opaque branding images or purchase integration, unclear holistic customer journey or information architecture, no personalized, customized experience that leads their customers lack trigger to purchase LV products. LV would like to Revamp Omni WMP that to optimize core functions and enhance user stickiness via this program.

The objective aims to Improve the return rate and conversion rates of new customers by optimizing the overall user journey. Based on user lifecycle links, deploy and plan core experience points to improve content exposure and user usage in gifting. Overall to improve LV WeChat Mini Program interactive operation experience, to promote page conversion rate and click rate. To tailored and enhance the relevant search and product recommendation functions in the site to achieve "thousands of faces".

We create ideal product journey based on analysis, align with LV mini-program user preference . To improve and optimize WMP UXUI experience that had achieved our core design values.

Homepages

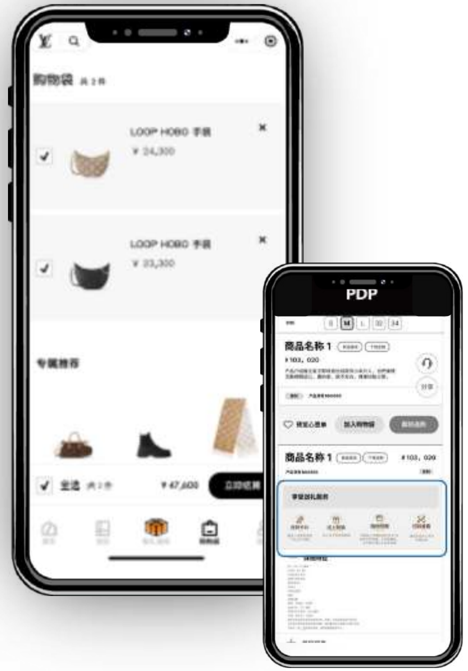
- The first screen has a large immersive banner that displays a full-screen video brand image.
- The original "9X10" tab section is now replaced in one place on the homepage using a "1X6" format after structural optimization.

Gifting

- The first screen has a large immersive banner that displays a full-screen video brand image.
- The original "9X10" tab section is now replaced in one place on the homepage using a "1X6" format after structural optimization.

Top Smart tips

- Provide additional data points to improve personalized recommendation.
- Tips components automatically fade out after 6-8 seconds, users will be able to turn them off manually.



Highlight Design A

Optimize the homepage's information architecture to efficiently guide users to their intended destination.
Strengthen brand mentality with immersive brand image presentation. Centralize and integrate campaigns with clear navigation.

Highlight Design B

Wishlist and gifting
Enable users to easily add and compare over 50 products of interest on a single page.
Enabling easy way to link with gifting.
Registers prompt when engage in card customization for First time prospect users.

Highlight Design C

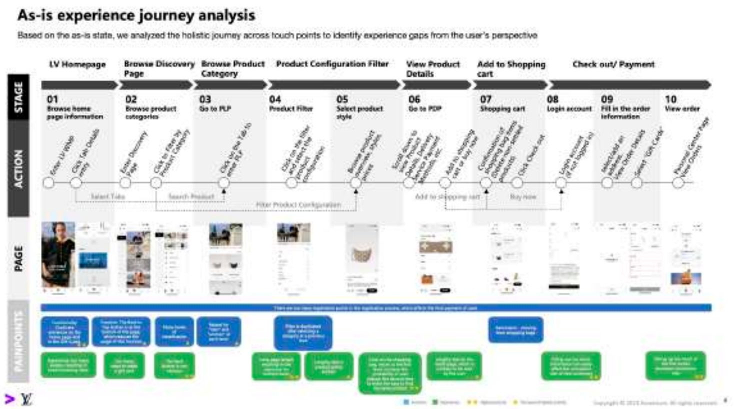
CROSS PAGES: Top Smart tips

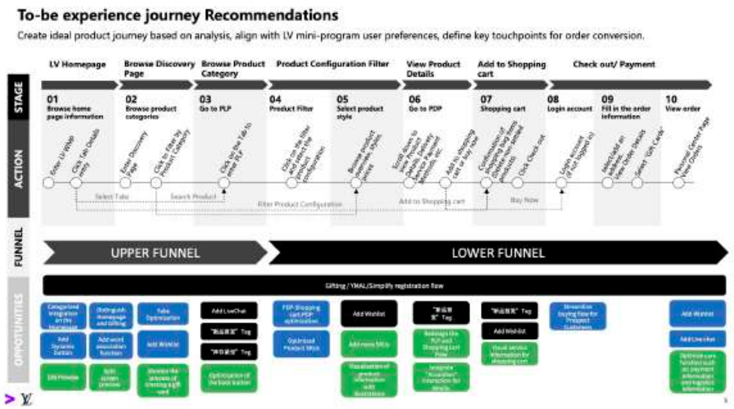
Offers personalized information to help users quickly convert, increasing their engagement touchpoints.

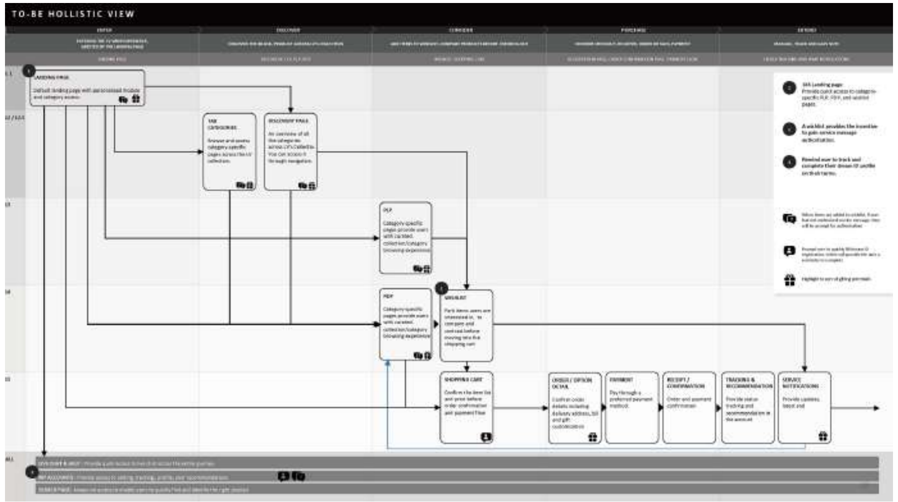
L1-L5 Dynamic button is organized by branding- Functional concept, with a maximum of four, presented in L1-L5 progressive mode.

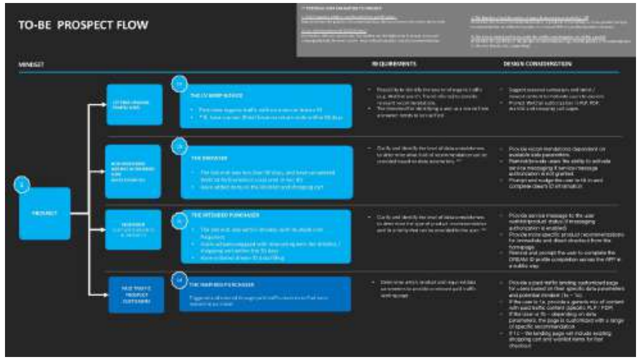
Customer Journey analysis and UX recommendation

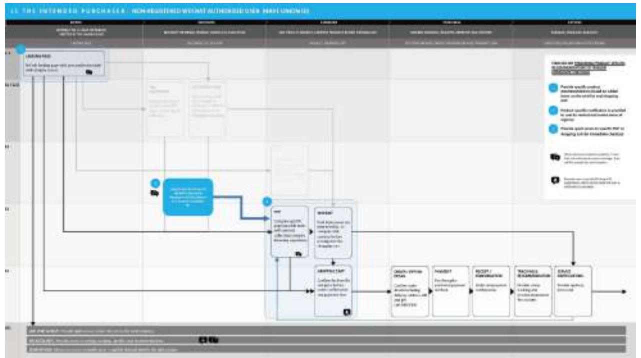
Based on the as-is state, we analyzed the holistic journey across touch points to identify experience gaps from the user's perspective, define key touchpoints and UX journey recommendation.

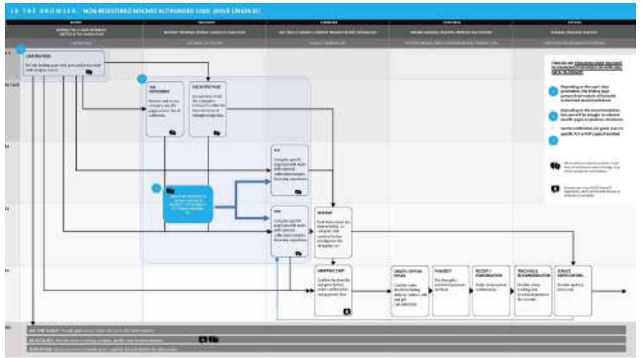


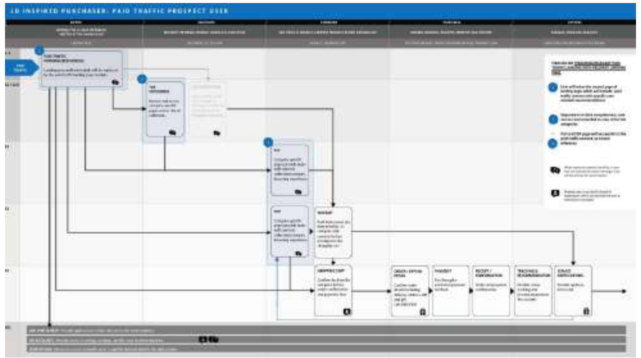












Holistic View & Prospect Flow

MANY THANKS