Assessed Coursework Coversheet

For use with *individual* assessed work

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Module Title:	Evidence Based Consultancy								
Module Leader:	Sajid Siraj								
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Please Note:

Your declared word count must be accurate, and should not mislead. Making a fraudulent statement concerning the work submitted for assessment could be considered academic malpractice and investigated as such. If the amount of work submitted is higher than that specified by the word limit or that declared on your word count, this may be reflected in the mark awarded and noted through individual feedback given to you.

It is not acceptable to present matters of substance, which should be included in the main body of the text, in the appendices ("appendix abuse"). It is not acceptable to attempt to hide words in graphs and diagrams; only text which is strictly necessary should be included in graphs and diagrams.

SparkSwift: Capturing the Esperanto Opportunity with Level-5 EVs

The Acme Group is tasked with conducting a thorough analysis of the potential purchase of AutoSynth, an AI technology firm based in Sao Paulo that focuses on the automotive sector. Our client, SparkSwift, is a prominent electric vehicle (EV) producer with a strong presence in the East Asian market and is looking to leverage the newly authorized Level-5 autonomous EVs in Esperanto, a European nation. Despite holding a 5% share of Europe's EV market, SparkSwift views the recent legislative changes as an opening for growth. Esperanto, with its population exceeding 80 million and a car ownership rate of 0.65 per person, is an attractive market for advanced autonomous EVs. SparkSwift, however, has reservations about its ability to create the sophisticated AI algorithms necessary for Level-5 autonomy. This is where AutoSynth comes into play, offering specialized AI expertise in the automotive industry, which could be instrumental in meeting Esperanto's Level-5 automation requirements. Although AutoSynth is a newcomer with a limited client base, including SparkSwift, its technological prowess could be key. Our responsibility at Acme Group includes a comprehensive evaluation of AutoSynth's technological strengths, industry standing, and the value it could add to SparkSwift's ambitions to penetrate the Esperanto Level-5 EV market. Our insights will be pivotal in shaping SparkSwift's strategic choices and ensuring their successful attack into this growing market.

Question 1

Achieved Result	SparkSwift has established a notable presence in the European electric vehicle (EV) market, securing a 5% market share. The company is proficient in Level-2 and Level-4 automated EV technologies and boasts a global presence with offices in 85 countries.
Disturbing Events	The recent legalization of Level-5 Autonomous Electric Vehicles in the European country Esperanto.
Desired Result	Aim to double market share in Esperanto by next year (10% target). Requires Level-5 autonomous EV development and commercialization.
Result Gap	Lack of Level-5 technology hinders Esperanto market entry and 5% -> 10% market share growth.
Key Question	To take advantage of Esperanto's recent legalization of Level-5 autonomous vehicles, how can SparkSwift develop Level-5 technologies and launch Level-5 EVs for increased Esperanto market share?
Stakeholders	SparkSwift's management and shareholders, employees, potential customers in Esperanto, Regulatory bodies in Esperanto, AutoSynth's management and employees as a potential acquisition, and competitors in the EV market.
Constraints	• **Technological Limitations**: SparkSwift's existing technology is currently up to Level-4 automation. Level-5 automation requires robust AI algorithms. • **Market Risk**: Entering a new market with new technology comes with inherent risks of consumer acceptance and market competition.

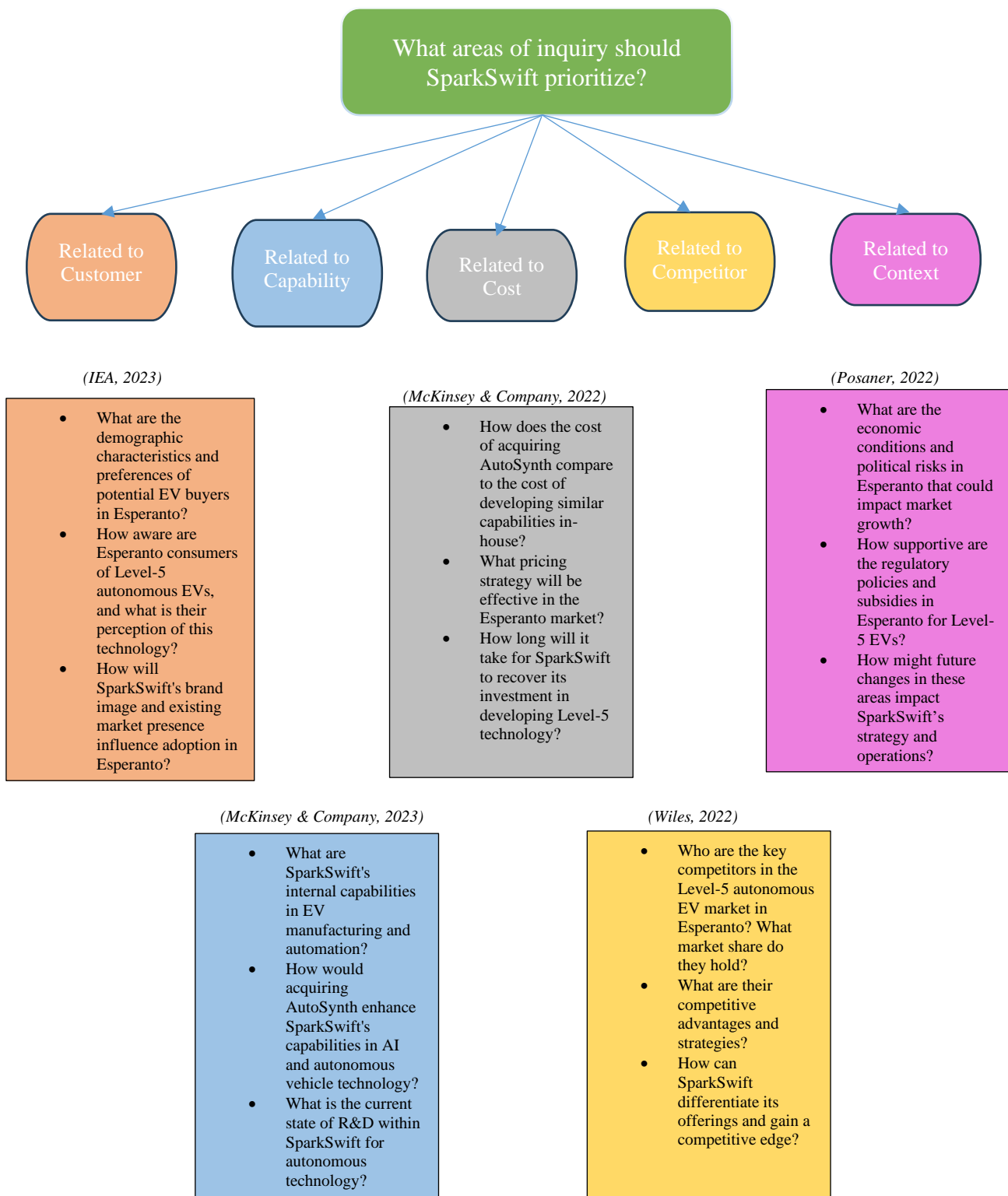|	

	• **Financial Constraints:**
	  ➢ Costs associated with R&D for Level-5 automation.
	  ➢ Acquiring AutoSynth involves costs and potential integration challenges.
	• **Regulatory Compliance**: Complying with Esperanto's specific regulations for Level-5 autonomous EVs might pose challenges.

Decision Criteria	• **Make or Buy:** Should SparkSwift develop Level-5 technology in-house or acquire AutoSynth?
	• **Technology Development Pace**: How quickly can SparkSwift bring Level-5 EVs to market compared to potential competitors?
	• **Investment Level:**
	  ➢ How much is the optimal investment level for R&D, considering potential financial constraints and market rewards?
	  ➢ How much is SparkSwift willing to invest in this venture considering potential risks and rewards?
	• **Market Entry Strategy**: What approach should SparkSwift take to enter Esperanto for Level-5 EVs, considering branding, pricing, and promotion?
	• **Regulatory Navigation**: How can SparkSwift ensure compliance with Esperanto's regulations efficiently and effectively?

Table 1: Opportunity statement. (Baaij, 2014)
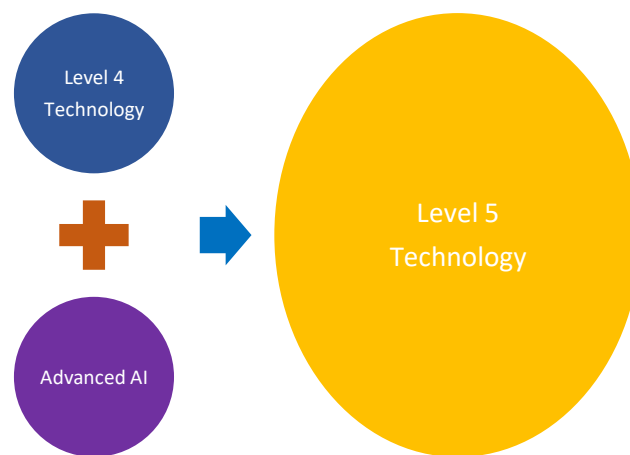
Figure 1: Result Gap Analysis. (Synopsys, 2022)

Question 2

Focusing on the **5C framework** (Baaij, 2014), we should prioritize areas of inquiry that align with SparkSwift's strategic goal of entering the Esperanto market with Level-5 autonomous EVs. This involves a comprehensive analysis of the following:

Fundamental questions to opportunity diagnosis

What areas of inquiry should SparkSwift prioritize?

- Related to Customer
- Related to Capability
- Related to Cost
- Related to Competitor
- Related to Context

(IEA, 2023)

- What are the demographic characteristics and preferences of potential EV buyers in Esperanto?
- How aware are Esperanto consumers of Level-5 autonomous EVs, and what is their perception of this technology?
- How will SparkSwift's brand image and existing market presence influence adoption in Esperanto?

(McKinsey & Company, 2022)

- How does the cost of acquiring AutoSynth compare to the cost of developing similar capabilities in-house?
- What pricing strategy will be effective in the Esperanto market?
- How long will it take for SparkSwift to recover its investment in developing Level-5 technology?

(Posaner, 2022)

- What are the economic conditions and political risks in Esperanto that could impact market growth?
- How supportive are the regulatory policies and subsidies in Esperanto for Level-5 EVs?
- How might future changes in these areas impact SparkSwift's strategy and operations?

(McKinsey & Company, 2023)

- What are SparkSwift's internal capabilities in EV manufacturing and automation?
- How would acquiring AutoSynth enhance SparkSwift's capabilities in AI and autonomous vehicle technology?
- What is the current state of R&D within SparkSwift for autonomous technology?

(Wiles, 2022)

- Who are the key competitors in the Level-5 autonomous EV market in Esperanto? What market share do they hold?
- What are their competitive advantages and strategies?
- How can SparkSwift differentiate its offerings and gain a competitive edge?

Identifying **opportunity drivers** for SparkSwift by assessing Esperanto's market in terms of consumer purchasing power, their openness to adopting Level-5 EVs, and the ease with which they can switch to these advanced vehicles.
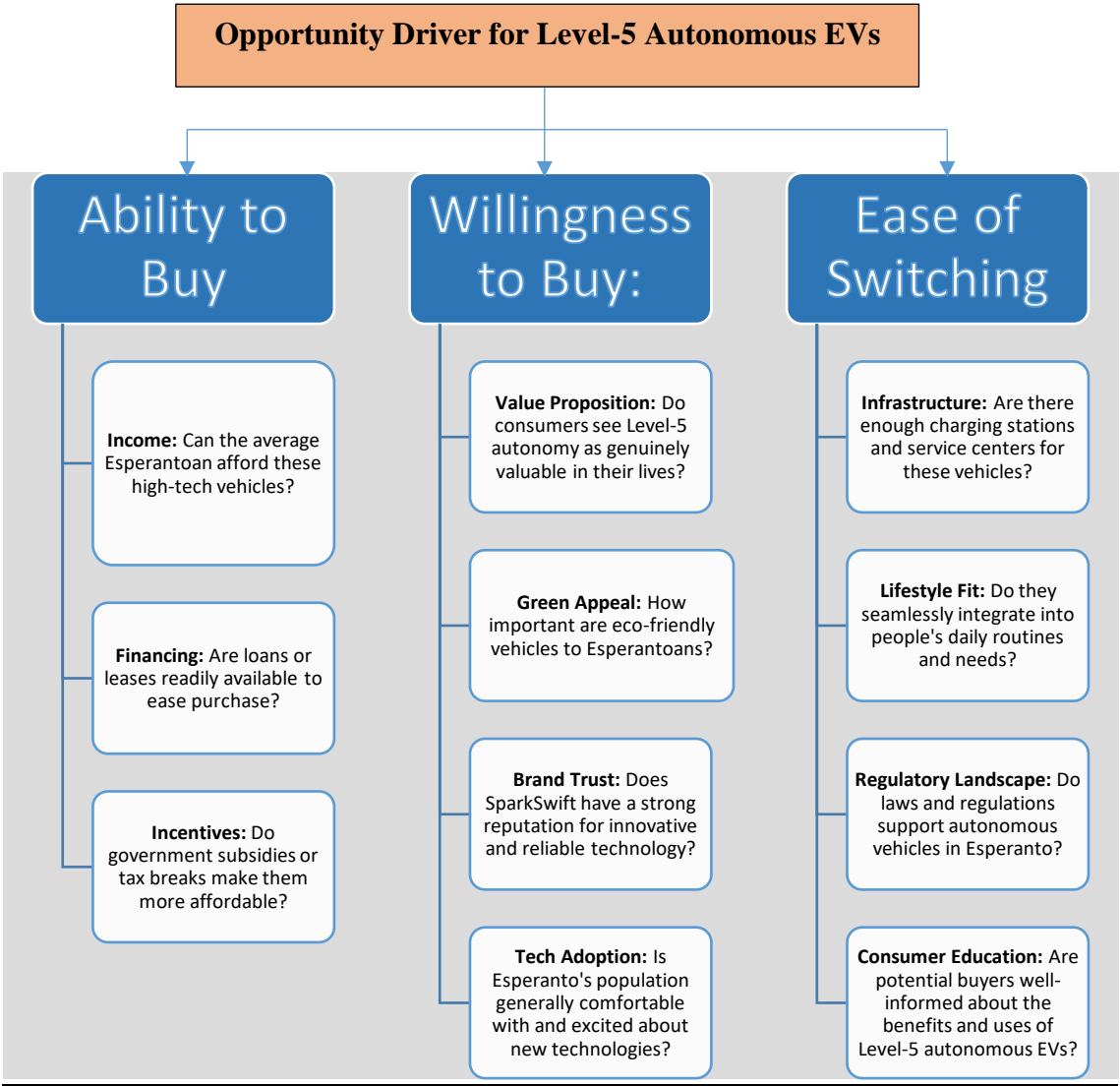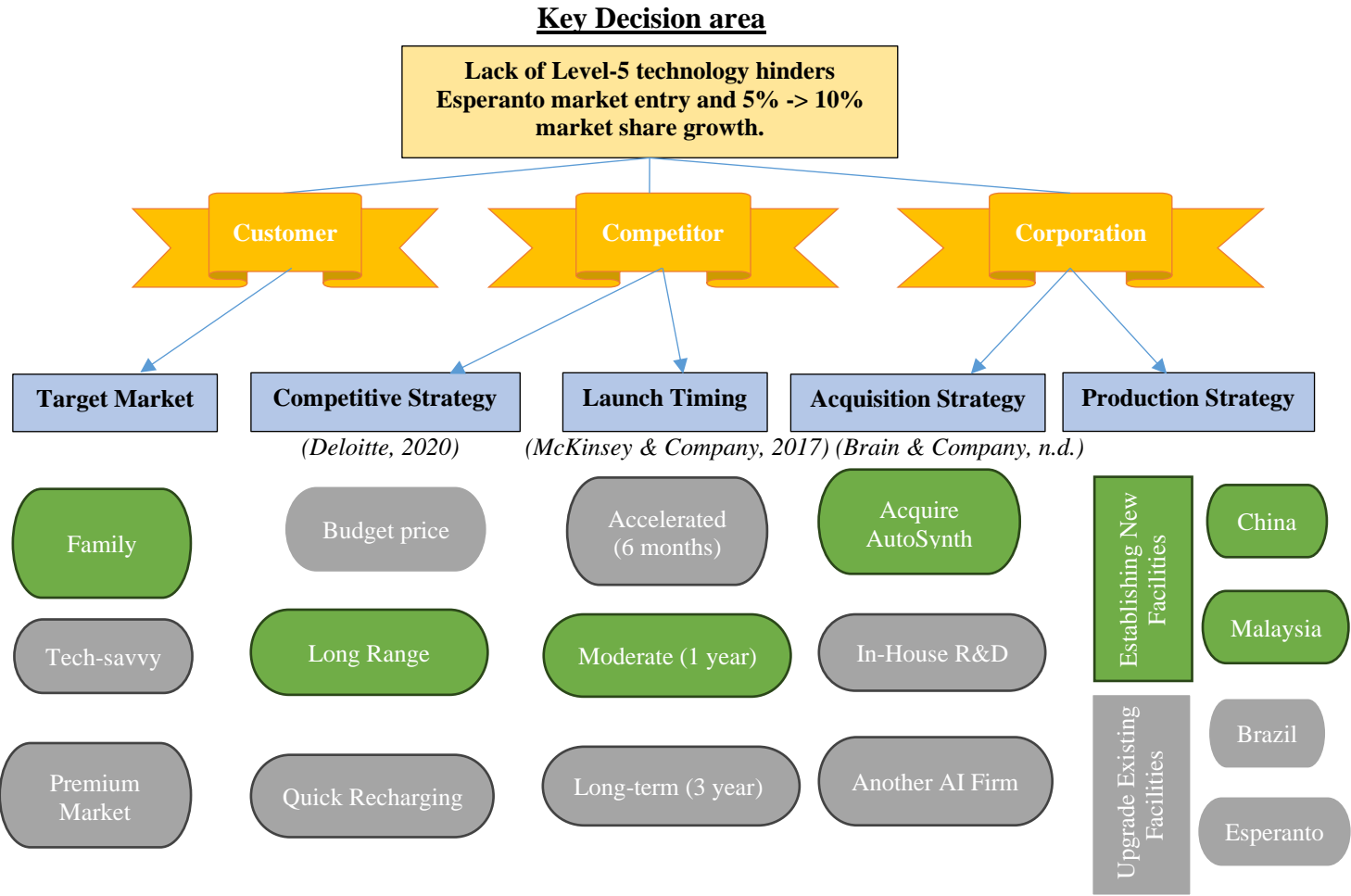
Opportunity Driver for Level-5 Autonomous EVs

Ability to Buy

Income: Can the average Esperantoan afford these high-tech vehicles?

Financing: Are loans or leases readily available to ease purchase?

Incentives: Do government subsidies or tax breaks make them more affordable?

Willingness to Buy:

Value Proposition: Do consumers see Level-5 autonomy as genuinely valuable in their lives?

Green Appeal: How important are eco-friendly vehicles to Esperantoans?

Brand Trust: Does SparkSwift have a strong reputation for innovative and reliable technology?

Tech Adoption: Is Esperanto's population generally comfortable with and excited about new technologies?

Ease of Switching

Infrastructure: Are there enough charging stations and service centers for these vehicles?

Lifestyle Fit: Do they seamlessly integrate into people's daily routines and needs?

Regulatory Landscape: Do laws and regulations support autonomous vehicles in Esperanto?

Consumer Education: Are potential buyers well-informed about the benefits and uses of Level-5 autonomous EVs?
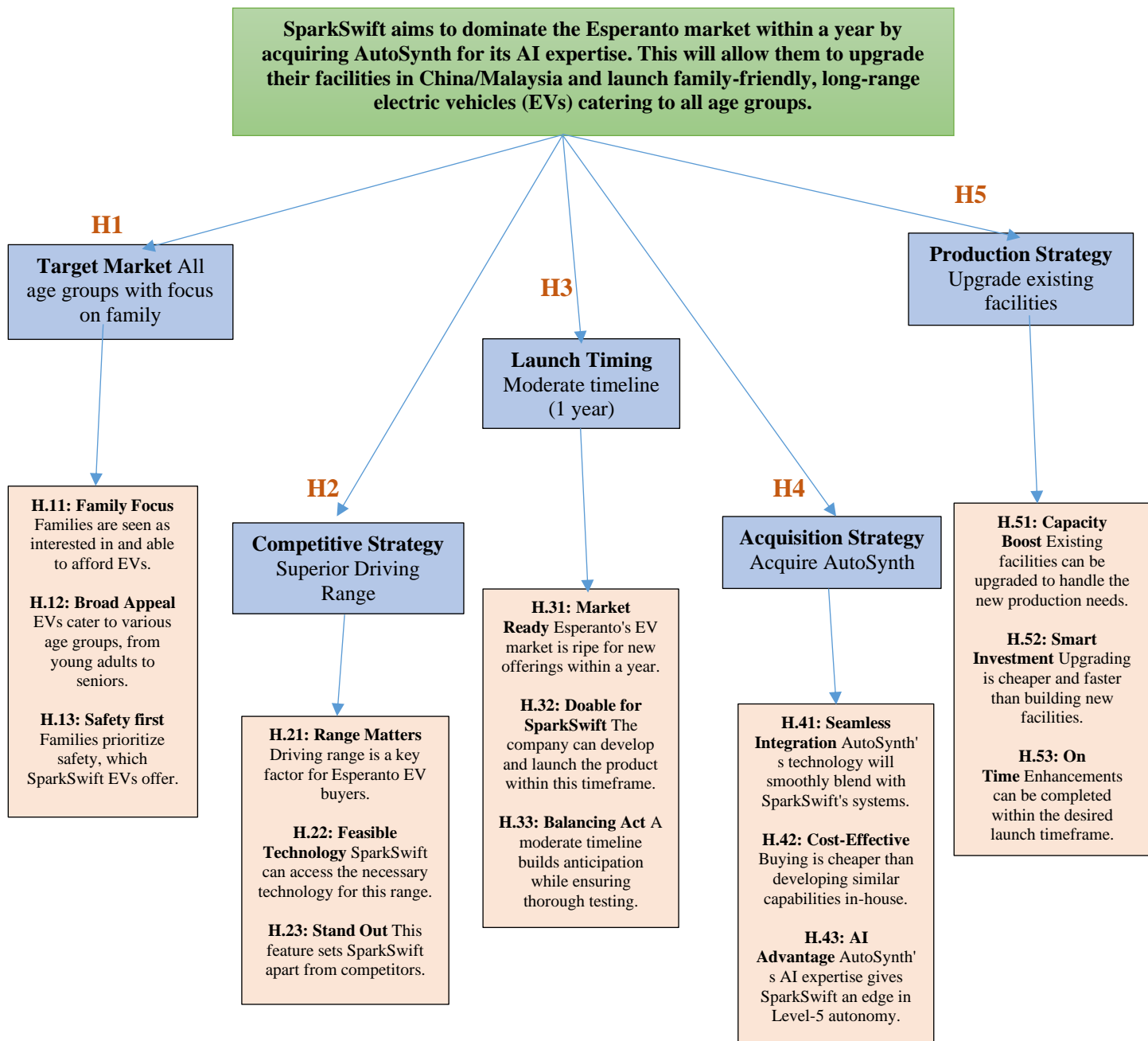
Figure 2: Opportunity Driver. (Baaij, 2014)

Strategically Addressing SparkSwift's Key Decision Areas Using **Ohmae's 3Cs Framework (Ohmae, 1991)**: Reducing Result Gap through In-depth Analysis of Company Strengths, Esperanto Customer Expectations, and Competitor Capabilities in the Level-5 EV Market.

Key Decision area

Lack of Level-5 technology hinders Esperanto market entry and 5% -> 10% market share growth.

Customer   **Competitor**   **Corporation**

Target Market	Competitive Strategy	Launch Timing	Acquisition Strategy	Production Strategy
	(Deloitte, 2020)	*(McKinsey & Company, 2017)*	*(Brain & Company, n.d.)*	

Family	Budget price	Accelerated (6 months)	Acquire AutoSynth	Establishing New Facilities	China
Tech-savvy	Long Range	Moderate (1 year)	In-House R&D		Malaysia
Premium Market	Quick Recharging	Long-term (3 year)	Another AI Firm	Upgrade Existing Facilities	Brazil
					Esperanto

Set of Solutions

SparkSwift should collaborate with AutoSynth to develop Level-5 AI for Esperanto's high-end EV market, leveraging quick charging tech and existing facilities for a moderate-timeline launch.

SparkSwift aims to dominate the Esperanto market within a year by acquiring AutoSynth for its AI expertise. This will allow them to upgrade their facilities in China/Malaysia and launch family-friendly, long-range electric vehicles (EVs) catering to all age groups.

SparkSwift should prioritize in-house R&D expansion for Level-5 AI, targeting a young, tech-savvy demographic in Esperanto with budget-friendly EVs launched after long-term development and produced in dedicated new facilities.

SparkSwift should prioritize in-house R&D expansion to develop Level-5 AI for a broad market appeal in Esperanto, focusing on superior driving range and launching after long-term development in dedicated new facilities.

Question 3

SparkSwift aims to dominate the Esperanto market within a year by acquiring AutoSynth for its AI expertise. This will allow them to upgrade their facilities in China/Malaysia and launch family-friendly, long-range electric vehicles (EVs) catering to all age groups.

H1

Target Market All age groups with focus on family

H3

Launch Timing Moderate timeline (1 year)

H5

Production Strategy Upgrade existing facilities

H.11: Family Focus Families are seen as interested in and able to afford EVs.

H.12: Broad Appeal EVs cater to various age groups, from young adults to seniors.

H.13: Safety first Families prioritize safety, which SparkSwift EVs offer.

H2

Competitive Strategy Superior Driving Range

H.21: Range Matters Driving range is a key factor for Esperanto EV buyers.

H.22: Feasible Technology SparkSwift can access the necessary technology for this range.

H.23: Stand Out This feature sets SparkSwift apart from competitors.

H.31: Market Ready Esperanto's EV market is ripe for new offerings within a year.

H.32: Doable for SparkSwift The company can develop and launch the product within this timeframe.

H.33: Balancing Act A moderate timeline builds anticipation while ensuring thorough testing.

H4

Acquisition Strategy Acquire AutoSynth

H.41: Seamless Integration AutoSynth's technology will smoothly blend with SparkSwift's systems.

H.42: Cost-Effective Buying is cheaper than developing similar capabilities in-house.

H.43: AI Advantage AutoSynth's AI expertise gives SparkSwift an edge in Level-5 autonomy.

H.51: Capacity Boost Existing facilities can be upgraded to handle the new production needs.

H.52: Smart Investment Upgrading is cheaper and faster than building new facilities.

H.53: On Time Enhancements can be completed within the desired launch timeframe.

Question 4

Assumption: Esperanto closely aligns with Germany.

Justification for Alignment between Esperanto and Germany:
Population size: Both populations are around 80 million, placing them within the same general range (Esperanto 80M, Germany 84M (Statista,2023)).
Per capita car ownership: Similar per capita car ownership (Esperanto 0.65, Germany 0.62 (Statista,2018)), suggesting potential economic and cultural parallels in a key metric.
European location: Both are situated in Europe, increasing the possibility of shared characteristics due to geographical proximity.

SparkSwift must navigate the cultural differences of the various regions involved to expand into the Esperanto market for Level-5 autonomous EVs. Applying **Hofstede's Cultural Dimensions framework** (Hofstede, 1980) helps identify key factors to assess while structuring assumptions for the proposed solution:

Evaluating the cultural compatibility of AutoSynth within the context of Sao Paulo, Brazil, for potential acquisition by SparkSwift Headquarters in Singapore through the application of Hofstede's Cultural Dimensions.

Cultural Dimension	Brazil (AutoSynth)	Singapore (SparkSwift)	Implications for Acquisition
Power Distance Index (PDI)	High (PDI Score: 69)	High (PDI Score: 74)	Both cultures take the established order of hierarchy for granted. This resemblance may help decision-making and managerial integration.
Individualism vs. Collectivism (IDV)	Collectivistic (IDV Score: 36)	More Individualistic (IDV Score: 43)	The two societies both tend towards collectivism, although Singapore's slightly higher rating implies a somewhat greater emphasis on individual accomplishment. It is recommended that efforts to integrate these cultures strike a balance between fostering collaborative teamwork and acknowledging individual contributions.
Masculinity vs. Femininity (MAS)	Masculine (MAS Score: 49)	Masculine (MAS Score: 48)	Both nations demonstrate a preference for achievement, heroism, assertiveness, and material rewards for success. This similarity has the potential to align motivations and drive within the combined entity.
Uncertainty Avoidance Index (UAI)	High (UAI Score: 76)	Low (UAI Score: 8)	Brazilians typically prefer clear rules and structure, while Singaporeans are more at ease with uncertainty and change. This contrast could influence their propensity for risk-taking and the innovation process.
Long-Term vs. Short-Term Orientation	More Short-term Oriented (LTO Score: 44)	Highly Long-term Oriented (LTO Score: 72)	The typical mindset in Brazil revolves around immediate outcomes and adherence to established norms, while in Singapore, there is a greater emphasis on long-term gains and perseverance. This contrast has the potential to impact the formulation of strategic plans and the establishment of objectives

Restraint vs. Indulgence	Indulgent (IVR Score: 59)	Restrained (IVR Score: 46)	The culture in Brazil tends to be more permissive, with a focus on enjoying life and having fun, while Singaporean culture is more controlled, regulating the satisfaction of desires. This contrast could impact strategies related to maintaining a balance between work and personal life, as well as engaging employees.

Data source: (Hofstede Insights, 2023)
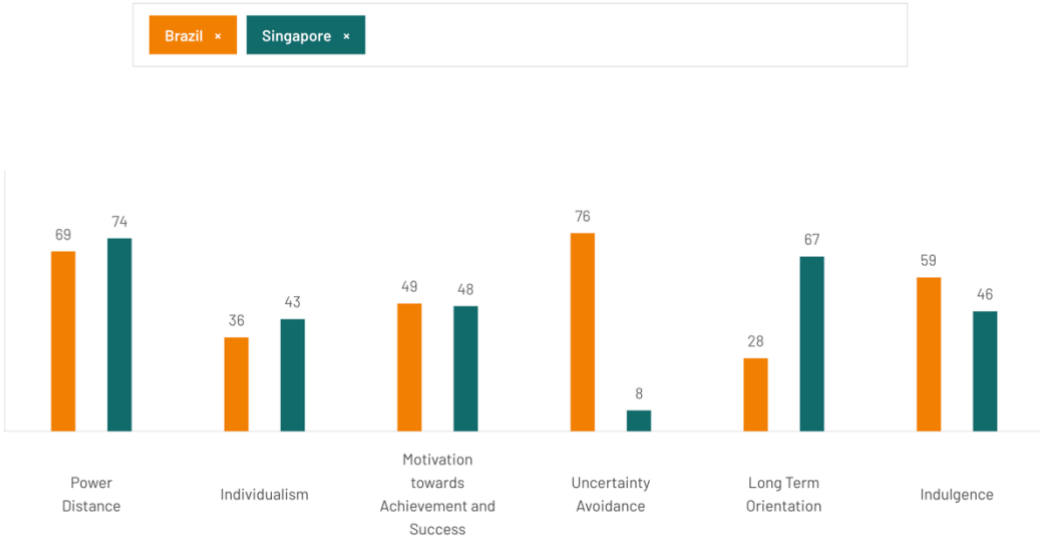
Figure 3: Hofstede's Cultural Dimensions for Brazil vs Singapore (Hofstede Insights, 2023)

Assessing the cultural compatibility of SparkSwift in entering and deploying electric vehicles (EVs) in Germany (Esperanto), with manufacturing centres located in China and Malaysia, through the lens of Hofstede's Cultural Dimensions.

Cultural Dimension	Germany (Esperanto)	Malaysia/ China	Implications
Power Distance Index (PDI)	Low	High (Both Malaysia and China)	Germany's inclination towards egalitarianism, as indicated by its low Power Distance Index (PDI), contrasts with the more accepted hierarchical approach in Malaysia and China. This contrast has the potential to impact management styles, communication, and decision-making processes in the context of manufacturing and deployment.
Individualism vs. Collectivism (IDV)	High (Individualistic)	Low (Collectivistic)	German consumers may prioritize individual choice and uniqueness in electric vehicles (EVs), while in Malaysia and China, communal and group preferences may have a more significant influence. This can impact marketing strategies and the customization of products.

Masculinity vs. Femininity (MAS)	Moderate to high Masculine	Moderate to High Masculine	The two regions both demonstrate a proclivity for competition and accomplishment. This similarity implies that an emphasis on performance and innovation in electric vehicles (EVs) will be well received in both markets.
Uncertainty Avoidance Index (UAI)	High	Moderate (Malaysia), High (China)	Germany's high Uncertainty Avoidance Index (UAI) suggests a preference for structured and predictable products and policies. In Malaysia and China, there may be a greater openness to new technologies, but given China's high UAI, detailed planning and clear guidelines for electric vehicles (EVs) would be important.
Long-Term vs. Short-Term Orientation	Long Term	Long Term	All regions demonstrate a tendency toward practicality and long-term planning. This inclination could support the long-term adoption and advancement of electric vehicle (EV) technology, aligning with sustainability objectives.
Restraint vs. Indulgence	Moderate (Restraint)	Restraint (Both)	A reserved culture prevalent in all regions suggests that marketing may need to emphasize practicality and efficiency rather than indulgence or luxury, even in the premium market segment.

Data source: (Hofstede Insights, 2023)
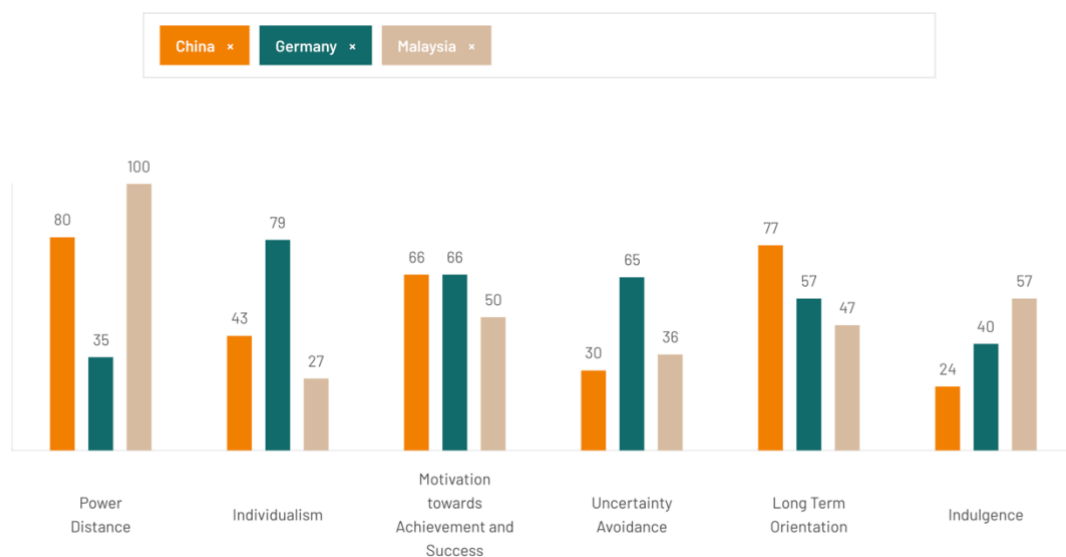
Figure 4: Hofstede's Cultural Dimensions for China vs Germany vs Malaysia (Hofstede Insights, 2023)

Question 5

Assumptions	Sub-assumptions	Methodology	Data	Data source(s)	Ethical Issues
H1	H.11	Market Surveys, Focus Groups (Deloitte, 2020)	Average income, EV purchase intent, family spending habits	Market research firms, government reports (ACEA, 2023)	Privacy concerns, informed consent
	H.12	Demographic Analysis, Surveys	Age distribution, EV preferences by age group	Census data, consumer surveys	Informed consent, avoiding demographic bias
	H.13	Safety Ratings, Consumer Feedback	Safety features, reliability records	Safety regulatory reports, customer feedback	Privacy of feedback, data accuracy
H2	H.21	Consumer Surveys, Competitor Analysis	EV feature preferences, competitor range offerings (Deloitte, 2023)	Consumer surveys, competitor specifications (ACEA, 2023)	Transparent surveys, avoiding competitor bias
	H.22	Technology Assessment, Cost Analysis	Technology access, estimated costs	Technology vendors, industry reports	Data accuracy and reliability, fair vendor analysis
	H.23	Competitor Analysis, Consumer Surveys	Competitor features, consumer range preferences	Competitor specifications, consumer surveys	Avoiding biased data interpretation, fair competitor comparison
H3	H.31	Market Trends Analysis, Expert Opinions	Consumer sentiment, regulatory progress	Industry experts, market reports, regulatory bodies	Avoiding biased trend interpretation, transparency in sources

	H.32	Project Management Evaluation, R&D Assessment	R&D capabilities, project timeline	Internal project records, R&D reports	Maintaining internal data confidentiality
	H.33	Consumer Surveys, Marketing Analysis	Consumer expectations, market response	Consumer surveys, market analysis reports	Transparent survey practices, accurate market analysis
H4	**H.41**	Due Diligence, Technical Integration Analysis	Technology compatibility, system requirements	Due diligence reports, technical assessments	Ethical sourcing and handling of due diligence data
	H.42	Cost-Benefit Analysis, Financial Reports	Acquisition cost, in-house development cost	Financial statements, acquisition cost estimates	Financial data accuracy and transparency, fair cost comparison
	H.43	Expert Opinions, Technology Assessment	AutoSynth's capabilities, industry recognition	Interviews with AutoSynth leadership, industry experts	Objective expert opinions, fair assessment of AI expertise
H5	**H.51**	Engineering Assessment, Facility Audit	Facility capacity, upgrade costs, timeline	Engineering reports, facility audit records	Facility information confidentiality, data accuracy
	H.52	Cost-Benefit Analysis, Construction Estimates	Upgrade cost vs. new facility construction cost	Financial reports, construction cost estimates	Fair and accurate cost analysis, transparent reporting
	H.53	Project Management Evaluation, Engineering Assessment	Upgrade timeline, potential bottlenecks	Internal project records, engineering reports	Accurate project feasibility assessment, transparency in reporting

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