

# Commercialization strategy for a new technology in a highly dynamic market environment

**Commercialization strategy** for a new technology in the electric vehicle market – a highly dynamic and uncertain market environment. Starting with an **assessment of the overall market potential**, including a detailed market model and a perspective on the technology landscape, we assessed the **value chain dynamics** and its implications on potential market entry moves for the client.

Based on that, we developed concrete **sets of actions** to the client for a successful market entry along **3 core dimensions: customer, product, and operating model**. Our work formed the basis for the **largest investment decision** taken in the 150-year history of the company.

Our efforts were consistently cross-functional and strongly supported by **M&S functional leadership and expert practitioners**.

**NOTE: PLEASE DO NOT SHARE EXTERNALLY WITHOUT CST APPROVAL**

# Commercialization strategy: Creating a new business in a highly dynamic market environment

## Growth

## Actions



> 10% ROIC



Up to ~ €1 billion/  
year on scalable  
business model



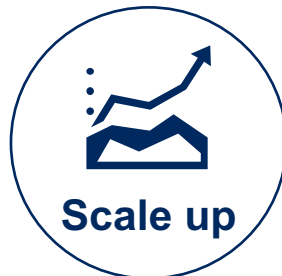
Invest

- Prepared fundamental decision on investment into new business model, incl. market modelling and value chain analysis



Develop

- Developed comprehensive customer map with clear priority targets
- Identified key milestones and "trigger points" to reach competitive product for market readiness
- Prepared roadmap to build up a scalable operating model



Scale up

- Modelled 3 market evolution scenarios to identify potential growth opportunities in the mid- and long-term
- Prepared "decision map" along core elements (customer, product, operating model) to effectively scale new business within potential market scenarios

# Case study: Commercialization strategy for a new technology in a highly dynamic and uncertain market environment

## Client context

- **Client acquired and further developed new technology** in the field of electric vehicles, a market in which the organization only has limited knowledge and experience
- Needed support in **bringing in external knowledge and expertise** both in the **specific market context** as well as in the creation of **successful commercialization strategies under uncertainty**
- Goal was to evaluate the market opportunity for this technology as well as concrete steps for the go-to-market approach as a basis for the **largest investment decision taken in the 150-year tradition of the company**

**Client name:** CLIENT (Needed just for admin tracking purpose and will be kept confidential)

**Team set-up:** EM+2

**Fees Structure:** Fixed

## Approach

- 3-week **"DD-like" development of quantitative market model and evolution scenarios** – using both client and firm knowledge and data – as well as qualitative assessment of current value chain and value chain dynamics
- 3-week phase on assessing relevant implications and **developing potential market entry strategies under uncertainty** and along the 3 core dimensions: customer, product, and operating model
- 1-week phase on **synthesizing findings into concrete sets of actions and next steps** to the company's Board of Directors

**What was unique:** We combined the best of the firm's knowledge and resources from 3 different practices: Marketing & Sales, Automotive, and Strategy – an unmatched value proposition to the client

## Impact

- Enabled the client to develop a business case for a new technology that can potentially become **one of their largest profit contributors in the future**
- **Where is the impact opportunity ...**
  - Highly dynamic and uncertain markets provide **investment opportunities for a large set of existing and new players**
  - Our approach provides potential clients with the **relevant expertise, knowledge and data** needed to develop a successful commercialization strategy for new technologies – particularly for, but not limited to, the automotive industry
  - Through that, clients can gain **access to large value pools outside their traditional business model**

# Our team

## Leadership team



**Michael Birshan**  
Senior Partner  
Strategy development



**Dieter Kiewell**  
Senior Partner  
Marketing & Sales



**Jonas Augustin**  
Project lead,  
industry expert



**Martin Linder**  
Partner with extensive OEM,  
supplier and battery expertise



**Eric Hannon**  
Lead Partner specialised  
in electrification of mobility



**Markus Wilthaner**  
Strategic project lead,  
specialised in batteries



**Leonie Vogt**  
Consultant with deep  
technical battery expertise



**Thomas Schuldt**  
Consultant with expertise  
in batteries and go-to-  
market strategies



**Kyungyeol Song**  
Lead of McKinsey Energy  
Center and expert for  
battery materials