



# VOLKSWAGEN STRATEGY ROADMAP

EXTRACTED FROM THE FORTUNE GLOBAL 500 ANALYSIS

DATA VIZUALIZATION INDIVIDUAL ASSIGNMENT

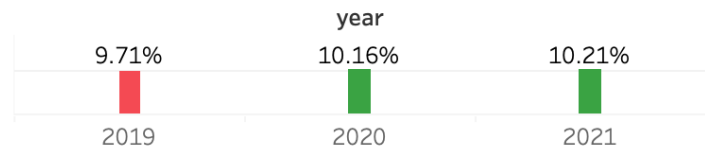
PREPARED BY RAWAD YARED

## Ranking Positions Evolution Overall (2019 - 2021)

year		
2019	2020	2021
9	7	10

Volkswagen has improved its position in the ranking from 2019 to 2020 however it then lost 3 positions in 2021 moving from 7th to 10th

## Market Share Evolution as Share of Total Sector Revenue



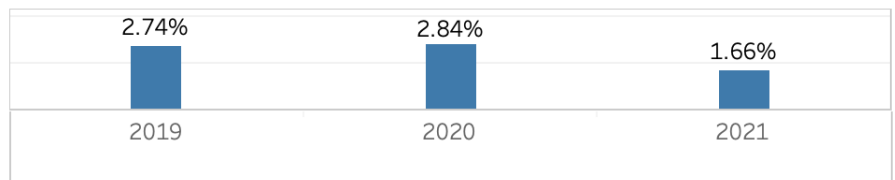
Volkswagen has increased its Market Share to 10.21% in 2021 (0.5% increase from 2019)

## Number of Employees Evolution

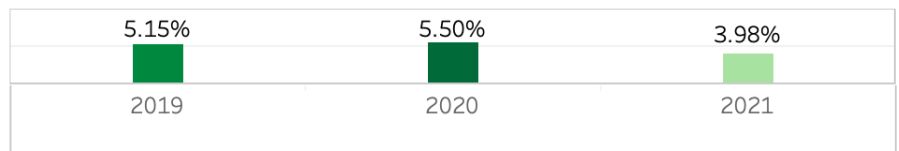
year	Volkswagen
2019	664,496
2020	671,205
2021	662,575

The number of employees has been fluctuating through the period of covid which indicates unstability

## ROA (Return on Assets)



## Net Profit Margin Evolution



The net profit margin witnessed a great decline in 2021 by more than 1.5% meaning there are many operational inefficiencies, bad cost management, or even both

# HIGH LEVEL FINDINGS

- Volkswagen ranks 2<sup>nd</sup> in revenue among global motor companies but lags in profitability
- Net profit margin and ROA have declined since 2020
- Employee numbers are high, reducing profit/employee efficiency
- Earnings per share have stabilized but lack strong growth momentum
- Market share increased slightly, but ranking slipped from 7th to 10<sup>th</sup> overall

# FINANCIAL PERFORMANCE & VISION

**Goal:** Position Volkswagen as a strong, sustainable, and efficient motor leader by 2030

## Vision Pillars:

1. **Efficiency & Profitability** – streamline operations and supply chain
2. **Innovation & EV** – accelerate transition to EVs and autonomous tech
3. **Digitalization & Data** – leverage connected-car data and AI analytics
4. **Sustainability & ESG Leadership** – align with EU Green Deal and carbon neutrality goals



Area	Insight	Risk/Opportunity
Profitability	EPS and profit margin declined by 35% between 2020–2021	<b>Risk:</b> Operational inefficiencies and high costs
Employees	662K employees — 4x the sector average	<b>Opportunity:</b> Opportunity for automation & restructuring
Assets & Revenues	Solid asset base above peers but low profit yield	<b>Risk:</b> Underutilization of capital assets
Market Position	Market share rose to 10.2% but ranking fell	<b>Risk:</b> Competitors like Toyota are gaining efficiency advantages
Sector Trends	Shift toward EVs, sustainability, and software-driven vehicles	<b>Opportunity:</b> High potential to reposition VW as a tech-driven mobility leader.

# STRATEGIC ROADMAP

In order to implement the opportunities and improve the risks, Volkswagen has to focus on key enablers as well as a structured plan on the short, medium, and long term.

## ENABLER 1: DIGITAL TRANSFORMATION

Volkswagen can accelerate its digital shift by adopting cloud-based analytics and AI-driven logistics to enhance operational efficiency and forecasting accuracy. Predictive maintenance and real-time factory data will reduce downtime, improve productivity, and strengthen decision-making across the value chain.

## ENABLER 2: TALENT TRANSFORMATION

To sustain innovation, Volkswagen should reskill its workforce in data, AI, and manufacturing machines in order to increase efficiency in the production line as well as implement a culture of agility. This ensures a closer competitive edge against Toyota which has integrated data and AI within the supply chain and manufacturing production line.

## STRATEGIC ROADMAP

Horizon	Objectives	Key Actions	KPIs
<b>Short Term (2021–2022)</b>	Stabilize profitability & improve efficiency	<ul style="list-style-type: none"> <li>- Optimize workforce size (align with industry average)</li> <li>- Deploy digital twins and AI in manufacturing</li> <li>- Focus on high-margin models</li> </ul>	ROA $\geq$ 2.5% Profit Margin $\geq$ 5% EPS > \$3
<b>Medium Term (2023–2025)</b>	Strengthen innovation & market expansion	<ul style="list-style-type: none"> <li>- Invest in EV R&amp;D and battery tech partnerships</li> <li>- Focus on proprietary software that can later be sold to competitors</li> </ul>	Market share > 12% Profit/Employee $\geq$ \$20K
<b>Long Term (2026–2030)</b>	Lead sustainable & digital mobility ecosystem	<ul style="list-style-type: none"> <li>- Achieve carbon neutrality</li> <li>- Create smart-car ecosystem with autonomous &amp; connected services</li> </ul>	Net Zero by 2030 20% margin from software services