



# E-mobility sales readiness model and assessment for car manufacturers

Duisburg, 7. Juni 2018

**Latendorf**  
Organisational Development

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- The situation and market context
- Summary of the approach

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- Opinion differences between OEMs and customers
- Recommendations from the interviews

## Outlook

- Potential next steps for OEMs
- Our service portfolio in automotive

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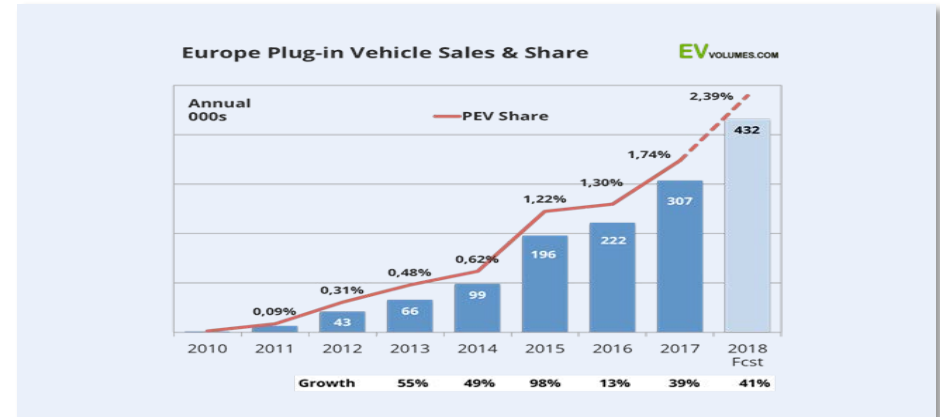
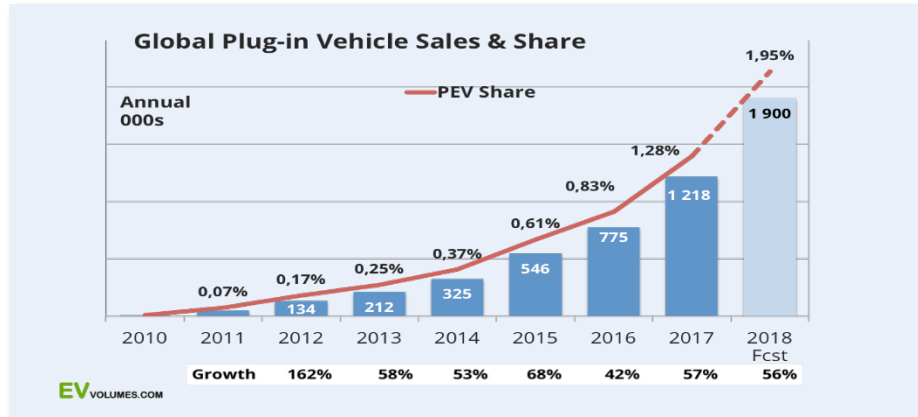
## Findings

- Opinion differences between OEMs and customers
- Recommendations from the interviews

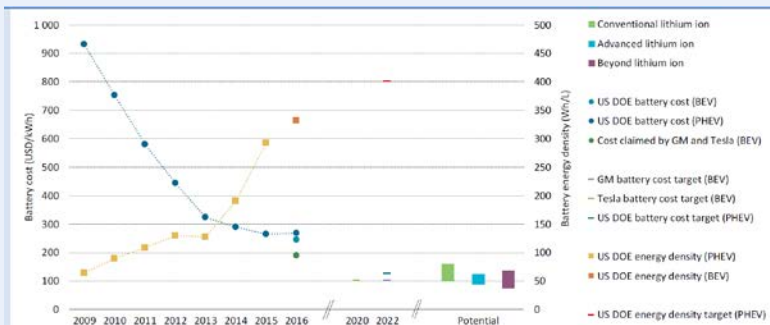
## Outlook

- Potential next steps for OEMs
- Our service portfolio in automotive

# The EV market grows exponentially and the major focus is on production, but who is selling those cars?



## ■ Batteries become denser and cheaper (IEA 2017)



- The incumbent automotive manufacturers need to rethink and **adapt their business model** due to:
  - Changed customer behaviour,
  - Different service requirements and
- The requirement is to shift **from a product-driven to a customer-centric** approach due to:
  - Faster product and service replacement rates
  - Higher expectations for service and response times

**No sales organisational readiness model exists yet, therefore it is time to build one!**

Scientific models often lack industry specifics and practical models often lack scientific depth, therefore the approach is to integrate both worlds to build a more comprehensive organisational readiness model !

## Model input

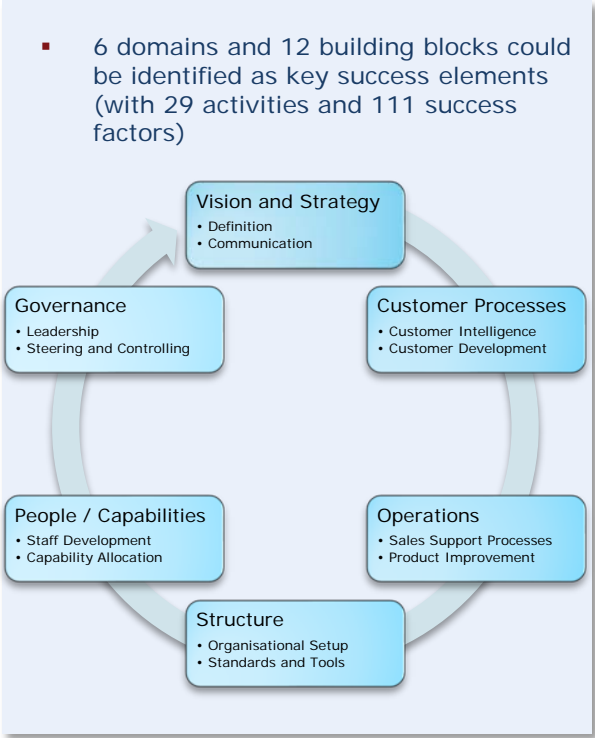
- ## ■ 39 organisational design models from industry and science have been analysed and dissected.
- Customer centric design
  - Organisational design
  - Digital readiness
  - Automotive sales
  - Project management
  - Organisational transformation
  - Agile management

## ■ 39 organisational design models from industry and science have been analysed and dissected.


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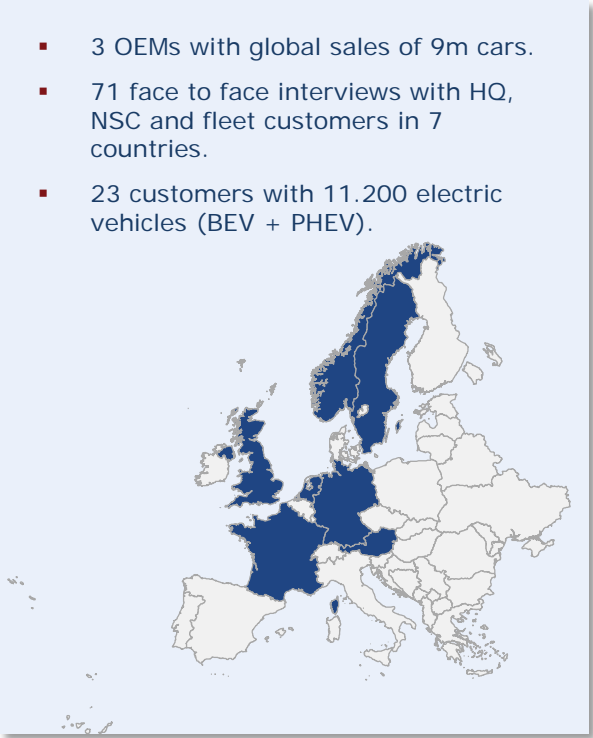
## Model construction

- 6 domains and 12 building blocks could be identified as key success elements (with 29 activities and 111 success factors)
- 
- ```
graph TD; A["Vision and Strategy<br/>• Definition<br/>• Communication"] --> B["Customer Processes<br/>• Customer Intelligence<br/>• Customer Development"]; B --> C["Operations<br/>• Sales Support Processes<br/>• Product Improvement"]; C --> D["Structure<br/>• Organisational Setup<br/>• Standards and Tools"]; D --> E["People / Capabilities<br/>• Staff Development<br/>• Capability Allocation"]; E --> F["Governance<br/>• Leadership<br/>• Steering and Controlling"]; F --> A;
```
- The diagram illustrates a circular flow of six domains, each containing specific building blocks. The domains are arranged in a circle, connected by a large, light blue circular arrow pointing clockwise. The domains and their building blocks are:
- Vision and Strategy**
    - Definition
    - Communication
  - Customer Processes**
    - Customer Intelligence
    - Customer Development
  - Operations**
    - Sales Support Processes
    - Product Improvement
  - Structure**
    - Organisational Setup
    - Standards and Tools
  - People / Capabilities**
    - Staff Development
    - Capability Allocation
  - Governance**
    - Leadership
    - Steering and Controlling



## Model data enrichment

- 3 OEMs with global sales of 9m cars.
  - 71 face to face interviews with HQ, NSC and fleet customers in 7 countries.
  - 23 customers with 11.200 electric vehicles (BEV + PHEV).
- 
- A map of Europe with several countries highlighted in dark blue. These countries include the United Kingdom, Ireland, France, Germany, Poland, Sweden, Finland, and Norway. The rest of the European countries are shown in a light beige color.



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The selection of input models and approaches ensured the best both worlds (some models cannot be attributed clearly to either world)

|                           | Academic                                                                         | Mix of both                                                                       | Practice                                                                        |
|---------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Advantages                | Proven in theory, analysed and interpreted, solid theoretical foundation         | Referenced in theory and practice                                                 | Proven in practice, industry focus, contemporary availability and applicability |
| Inconveniences            | No contemporary sources, lack of practical applicability, lack of industry focus | Sometimes too generic                                                             | Lack of theoretical foundation, lack of research and construction rigour        |
| Categories of used models | Organisational design principles and models, customer centric design models      | Organisational transformation models and approaches, agile and project management | Digital readiness models, automotive sales strategy models                      |

**Wide selection of input models (39) in order to construct a substantiated, well researched and at the same time specific and usable model.**

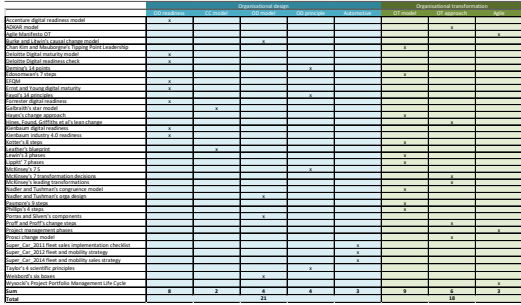
# Overview and categorization of the selected and used organisational models and approaches

|                                                     | Organisational design |          |          |              |            | Organisational transformation |             |       |
|-----------------------------------------------------|-----------------------|----------|----------|--------------|------------|-------------------------------|-------------|-------|
|                                                     | OD readiness          | CC model | OD model | OD principle | Automotive | OT model                      | OT approach | Agile |
| Accenture digital readiness model                   | x                     |          |          |              |            |                               |             |       |
| ADKAR model                                         |                       |          |          |              |            |                               | x           |       |
| Agile Manifesto OT                                  |                       |          |          |              |            |                               |             | x     |
| Burke and Litwin's causal change model              |                       |          | x        |              |            |                               |             |       |
| Chan Kim and Mauborgne's Tipping Point Leadership   |                       |          |          |              |            | x                             |             |       |
| Deloitte Digital maturity model                     | x                     |          |          |              |            |                               |             |       |
| Deloitte Digital readiness check                    | x                     |          |          |              |            |                               |             |       |
| Deming's 14 points                                  |                       |          |          | x            |            |                               |             |       |
| Edosomwan's 7 steps                                 |                       |          |          |              |            | x                             |             |       |
| EFQM                                                | x                     |          |          |              |            |                               |             |       |
| Ernst and Young digital maturity                    | x                     |          |          |              |            |                               |             |       |
| Fayol's 14 principles                               |                       |          |          | x            |            |                               |             |       |
| Forrester digital readiness                         | x                     |          |          |              |            |                               |             |       |
| Galbraith's star model                              |                       | x        |          |              |            |                               |             |       |
| Hayes's change approach                             |                       |          |          |              |            | x                             |             |       |
| Hines, Found, Griffiths et al's lean change         |                       |          |          |              |            |                               | x           |       |
| Kienbaum digital readiness                          | x                     |          |          |              |            |                               |             |       |
| Kienbaum industry 4.0 readiness                     | x                     |          |          |              |            |                               |             |       |
| Kotter's 8 steps                                    |                       |          |          |              |            | x                             |             |       |
| Leather's blueprint                                 |                       | x        |          |              |            |                               |             |       |
| Lewin's 3 phases                                    |                       |          |          |              |            | x                             |             |       |
| Lippitt' 7 phases                                   |                       |          |          |              |            | x                             |             |       |
| McKinsey's 7 S                                      |                       |          |          | x            |            |                               |             |       |
| McKinsey's 7 transformation decisions               |                       |          |          |              |            |                               | x           |       |
| McKinsey's leading transformations                  |                       |          |          |              |            |                               | x           |       |
| Nadler and Tushman's congruence model               |                       |          |          |              |            | x                             |             |       |
| Nadler and Tushman's orga design                    |                       |          | x        |              |            |                               |             |       |
| Pasmore's 9 steps                                   |                       |          |          |              |            | x                             |             |       |
| Phillips's 4 steps                                  |                       |          |          |              |            | x                             |             |       |
| Porras and Silvers's components                     |                       |          | x        |              |            |                               |             |       |
| Proff and Proff's change steps                      |                       |          |          |              |            |                               | x           |       |
| Project management phases                           |                       |          |          |              |            |                               |             | x     |
| Prosci change model                                 |                       |          |          |              |            |                               | x           |       |
| Super_Car_2011 fleet sales implementation checklist |                       |          |          |              | x          |                               |             |       |
| Super_Car_2012 fleet and mobility strategy          |                       |          |          |              | x          |                               |             |       |
| Super_Car_2014 fleet and mobility sales strategy    |                       |          |          |              | x          |                               |             |       |
| Taylor's 4 scientific principles                    |                       |          |          | x            |            |                               |             |       |
| Weisbord's six boxes                                |                       |          | x        |              |            |                               |             |       |
| Wysocki's Project Portfolio Management Life Cycle   |                       |          |          |              |            |                               |             | x     |
| Sum                                                 | 8                     | 2        | 4        | 4            | 3          | 9                             | 6           | 3     |
| Total                                               |                       |          | 21       |              |            |                               | 18          |       |

Sources (alphabetical order)  
 (accenture, 2016)  
 (Prosci, 2013)  
 (Fowler & Highsmith, 2001)  
 (Burke & Litwin, 1992)  
 (Chan Kim & Mauborgne, 2003)  
 (Deloitte Digital Europe, 2015)  
 (Deloitte Consulting GmbH, 2015)  
 (Deming, 2000)  
 (Edosomwan, 2009)  
 (EFQM, 2012)  
 (Ernst and Young, 2016)  
 (Fayol, 1916)  
 (Gill & VanBoskirk, 2016)  
 (Galbraith, 2005)  
 (Hayes, 2014)  
 (Hines et al., 2011)  
 (Jochmann, 2016b)  
 (Jochmann, 2016a)  
 (Kotter, 2012)  
 (Leather, 2013)  
 (Lewin, 1947)  
 (Lippitt, 1958)  
 (McKinsey, 2008)  
 (Dahlstroem, Desmet & Singer, 2017)  
 (Dichter, Gagnon & Alexander, 1993)  
 (Nadler & Tushman, 1997)  
 (Nadler & Tushman, 1997)  
 (Pasmore, 1988)  
 (Phillips, 1983)  
 (Porras & Silvers, 1991)  
 (Wysocki, 2014)  
 (Proff & Proff, 2013)  
 (Prosci, 2017)  
 (Super\_Cars\_2011, 2011)  
 (Super\_Cars\_2012, 2012)  
 (Super\_Cars\_2014, 2014)  
 (Taylor, 1911)  
 (Weisbord, 1976)  
 (Wysocki, 2014)

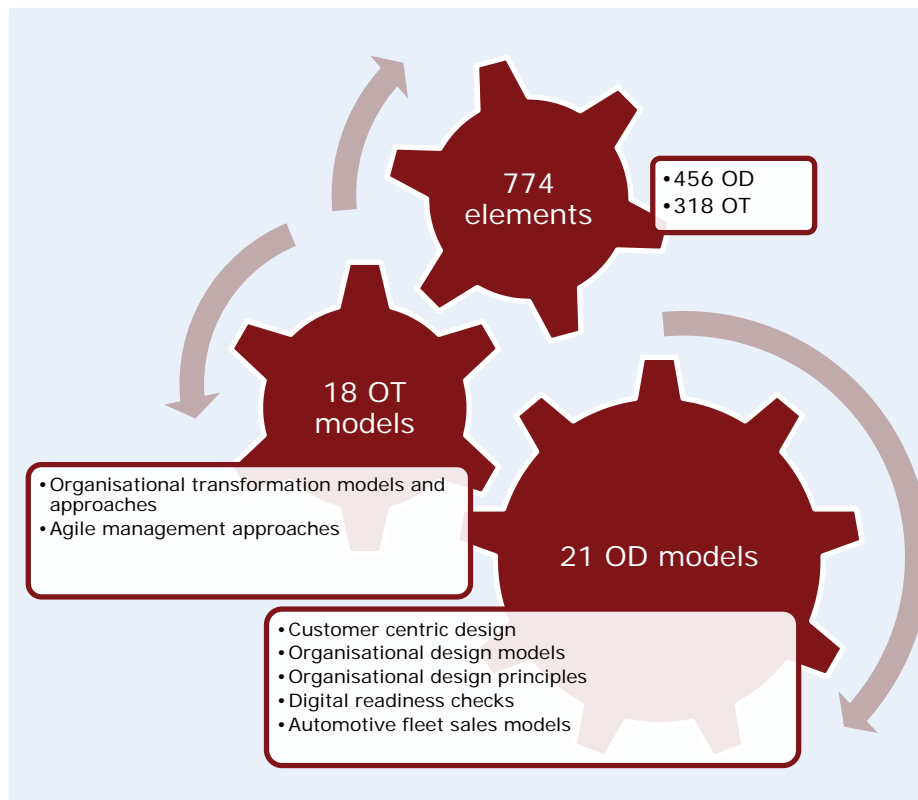


The model construction process was an iterative top-down and bottom-up approach

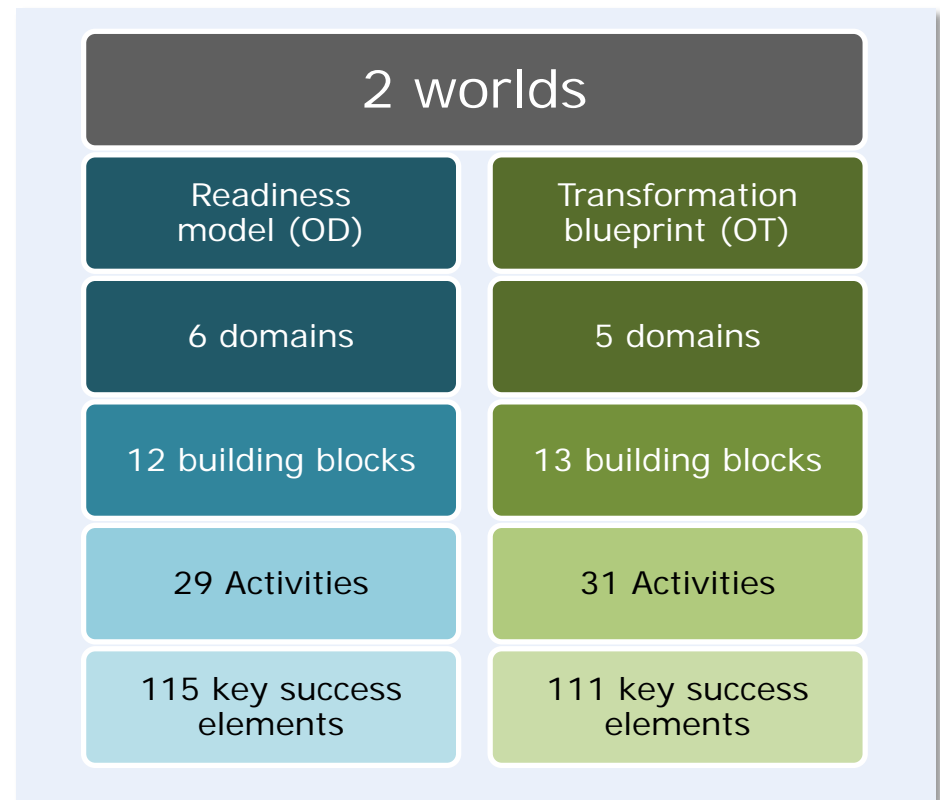


# Findings reveal a clear split into organisational design /readiness and organisational transformation models

## Input

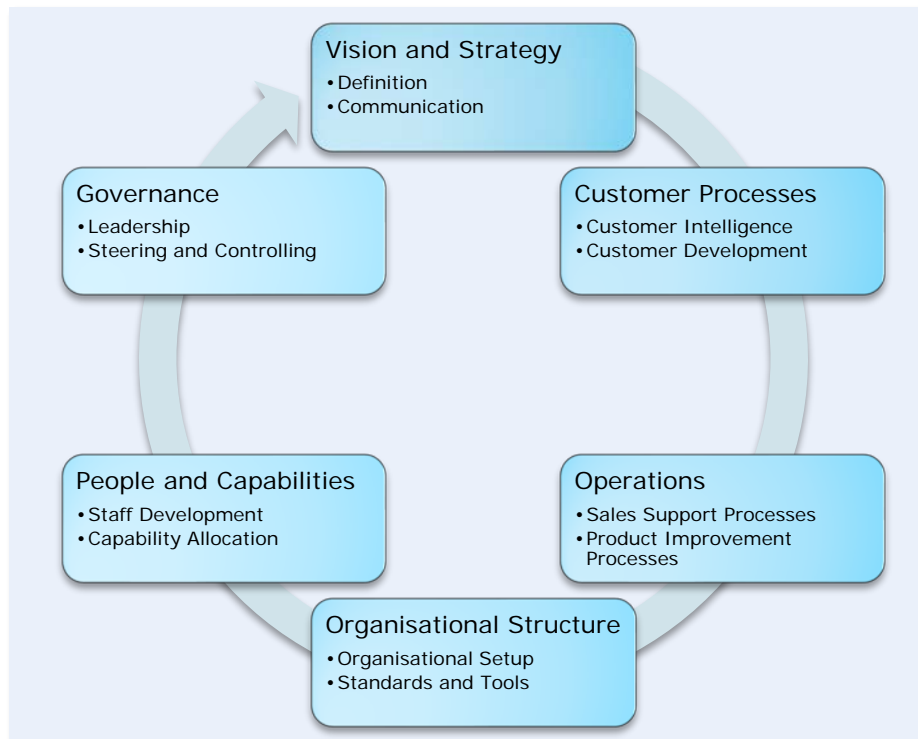


## Output

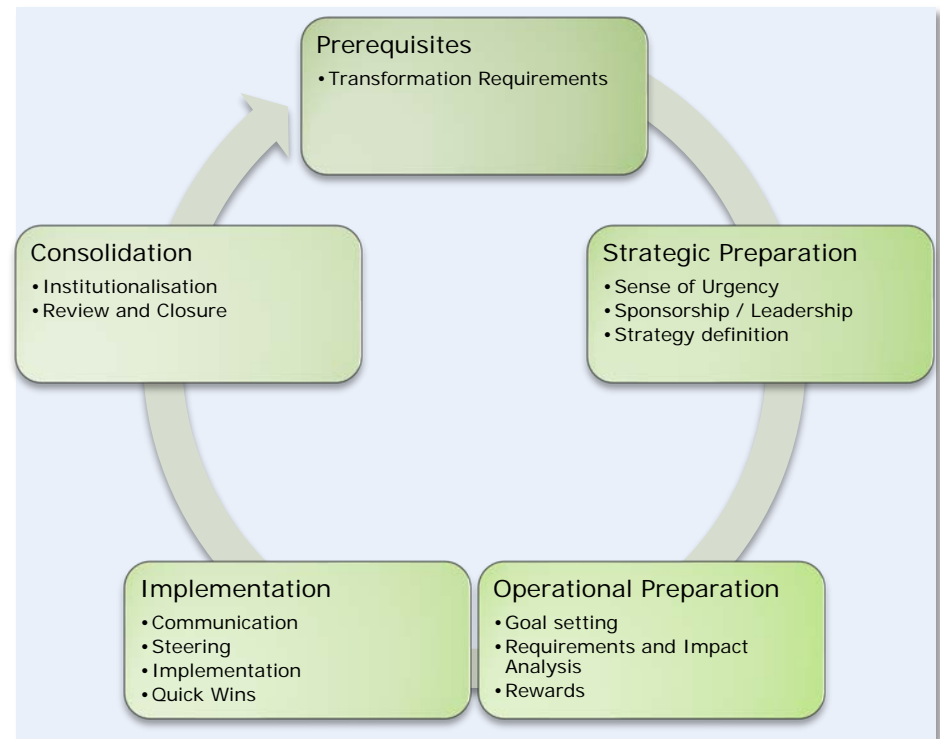


The result shows two different worlds and before starting a transformation the gaps need to be identified

## 1. Identifying gaps: What to do. *Readiness assessment*



## 2. Closing gaps: How to get there. *Organisational transformation*



# This overview shows the contributions and gaps of each model.

| Domain_ID | Domain_Description        | Building_Block_ID | Building_Block_Description | Activity_ID | Activity_Description                | Organisational design |           |    |                 |                 |                 |                  |            |            |         |
|-----------|---------------------------|-------------------|----------------------------|-------------|-------------------------------------|-----------------------|-----------|----|-----------------|-----------------|-----------------|------------------|------------|------------|---------|
|           |                           |                   |                            |             |                                     | OD readiness          |           | CC | OD model        |                 | OD principle    |                  | Automotive |            |         |
|           |                           |                   |                            |             |                                     | Accenture             | Forrester |    | Kenbaum digital | Kenbaum digital | Debitte Austria | Deloitte Digital | EFQM       | Gallbraith | Leather |
| 11        | Vision and Strategy       | 1                 | Definition                 | 1           | Vision Definition                   |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Strategy Definition                 | x                     | x         |    | x               |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 3           | Goal Setting                        | x                     | x         |    | x               |                 |                 |                  |            |            |         |
|           |                           | 2                 | Communication              | 1           | Internal Communication              |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | External Branding                   |                       |           |    |                 |                 |                 |                  |            |            |         |
| 12        | Customer Processes        | 1                 | Customer Intelligence      | 1           | Market Intelligence                 | x                     |           |    | x               |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Customer Understanding              |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 3           | Analytics and Knowledge Management  | x                     | x         |    | x               |                 |                 |                  |            |            |         |
|           |                           | 2                 | Customer Development       | 1           | Customer Acquisition                |                       |           |    | x               |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Customer Retention                  |                       |           |    | x               |                 |                 |                  |            |            |         |
| 13        | Operations                | 1                 | Sales Support Processes    | 1           | Core Operations                     | x                     | x         |    | x               |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Cross Functional Processes          |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Product Improvement                 |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           | 2                 | Product Improvement        | 1           | Product Bundling                    |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Product Innovation                  | x                     | x         |    | x               |                 |                 |                  |            |            |         |
| 14        | Organisational Structure  | 1                 | Organisational Structure   | 1           | Structure Definition                | x                     | x         |    | x               |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Role Description                    |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Standards and Tools                 |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           | 2                 | Standards and Tools        | 1           | Standards                           |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Tools                               | x                     | x         |    | x               |                 |                 |                  |            |            |         |
| 15        | People and Capabilities   | 1                 | Staff Development          | 1           | Skill Development                   |                       |           |    | x               |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Staff Recruitment                   |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 3           | Motivation and Rewards              |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           | 2                 | Capability Allocation      | 1           | Human Resource Allocation           | x                     | x         |    | x               |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Other Resource Allocation           |                       |           |    |                 |                 |                 |                  |            |            |         |
| 16        | Leadership and Governance | 1                 | Leadership                 | 1           | Top Management Involvement          |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Leadership Role                     |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 3           | Leadership Style                    |                       |           |    |                 |                 |                 |                  |            |            |         |
|           |                           | 2                 | Governance and Controlling | 1           | Implementation Programme Management | x                     | x         |    | x               |                 |                 |                  |            |            |         |
|           |                           |                   |                            | 2           | Feedback Loop to Strategy           |                       |           |    |                 |                 |                 |                  |            |            |         |

| Domain_ID | Domain_Description           | Building_Block_ID | Building_Block_Description | Activity_ID | Activity_Description                     | Organisational transformation |         |             |        |       |               |             |     |                 |               |
|-----------|------------------------------|-------------------|----------------------------|-------------|------------------------------------------|-------------------------------|---------|-------------|--------|-------|---------------|-------------|-----|-----------------|---------------|
|           |                              |                   |                            |             |                                          | OT model                      |         | OT approach | Agile  |       |               |             |     |                 |               |
|           |                              |                   |                            |             |                                          | Lewin                         | Lippitt |             | Prosci | Hayes | Tipping Point | Hines Found | McK | Proff and Proff | Wysocki PPM/C |
| 21        | Prerequisites                | 1                 | Transformation Re          | 1           | Elaborate future requirements            | x                             | x       |             | x      |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Assess current organisational capability | x                             | x       |             | x      |       |               |             |     |                 |               |
|           |                              |                   |                            | 3           | Define priorities                        |                               |         |             |        |       |               |             |     |                 |               |
|           |                              | 2                 | Strategic preparation      | 1           | Sense of Urgency                         | x                             | x       |             | x      |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Display sense of urgency                 |                               |         |             |        |       |               |             |     |                 |               |
| 22        | Prerequisites                | 1                 | Sponsorship / Lead         | 1           | Form transformation leadership           | x                             |         |             | x      |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Ensure commitment                        |                               |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 3           | Define leadership roles                  |                               |         |             |        |       |               |             |     |                 |               |
|           |                              | 2                 | Strategy definition        | 1           | Develop vision                           |                               |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Develop strategy                         |                               |         |             |        |       |               |             |     |                 |               |
| 23        | Operational preparation      | 1                 | Goal setting               | 1           | Set goals and objectives                 |                               |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Break down goals and objectives          |                               |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Requirements and                         |                               |         |             |        |       |               |             |     |                 |               |
|           |                              | 2                 | Rewards                    | 1           | Define reward scheme                     |                               |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Define change reward scheme              |                               |         |             |        |       |               |             |     |                 |               |
| 24        | Implementation               | 1                 | Communication              | 1           | Define tone and message                  | x                             |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Select channels and frequency            |                               |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 3           | Establish two way dialogue               |                               |         |             |        |       |               |             |     |                 |               |
|           |                              | 2                 | Steering                   | 1           | Formalise governance                     |                               |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Build momentum                           |                               |         |             |        |       |               |             |     |                 |               |
| 25        | Transformation Consolidation | 1                 | Institutionalisation       | 1           | Operationalise activities                | x                             | x       |             | x      |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Ensure continuation                      |                               |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Review and Closure                       |                               |         |             |        |       |               |             |     |                 |               |
|           |                              | 2                 | Review and Closure         | 1           | Review and amend approach                |                               |         |             |        |       |               |             |     |                 |               |
|           |                              |                   |                            | 2           | Celebrate success                        |                               |         |             |        |       |               |             |     |                 |               |

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The task of the field research was a readiness assessment, therefore the organisational readiness model was the foundation.

## Model input

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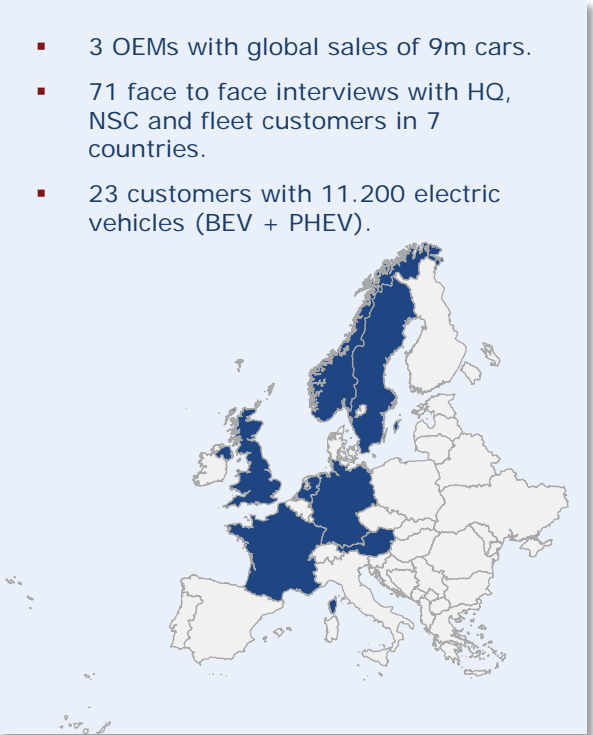
## Model construction

- 
- The diagram illustrates the 6 domains and 12 building blocks of a business model, arranged in a circular flow. The domains are represented by light blue rounded rectangles, and the building blocks are represented by smaller light blue rounded rectangles. The flow is indicated by a large, light blue circular arrow.
- Vision and Strategy**
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  - Customer Processes**
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  - Operations**
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## Model data enrichment

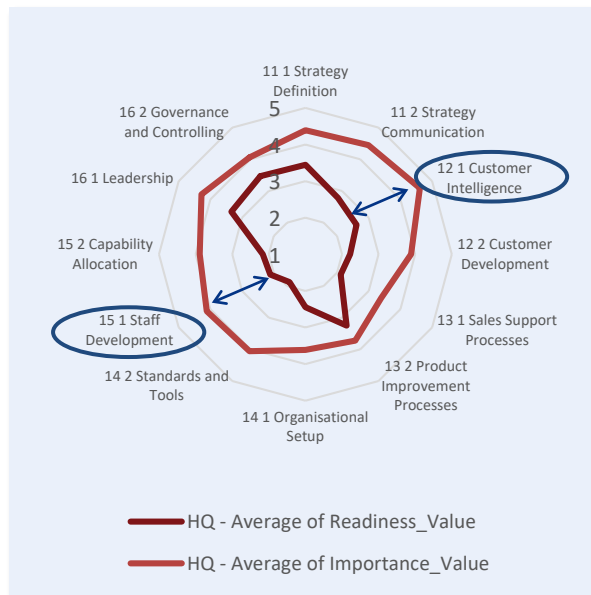
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- A map of Europe with several countries highlighted in dark blue. These highlighted countries include the United Kingdom, Ireland, France, Germany, Poland, Czech Republic, Slovakia, Austria, Hungary, and Sweden. The rest of the European countries are shown in a light beige color.



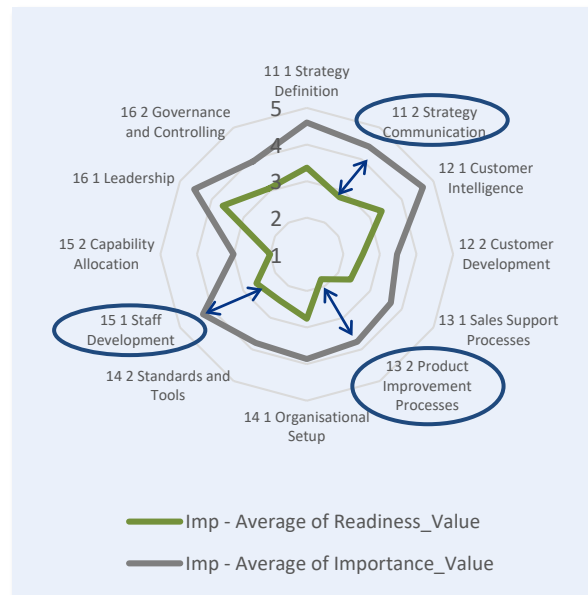
# Different groups show different priorities and gaps in the organisational readiness index.



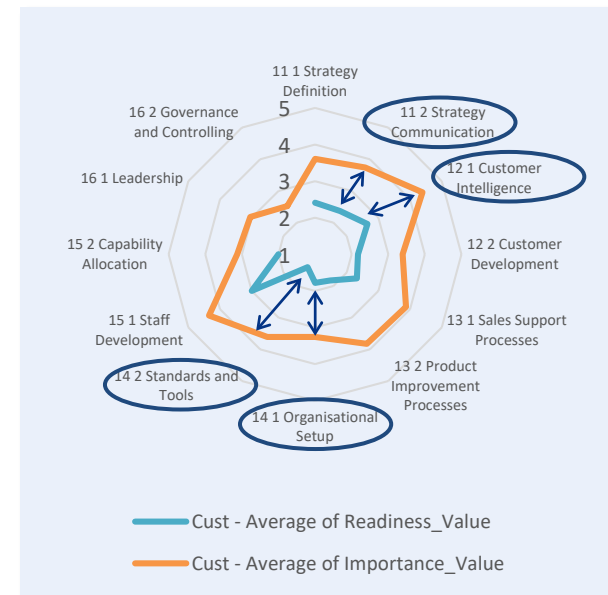
## Headquarter view



## National sales organisation view



## Fleet customer view



## Readiness evaluation of different factors from headquarters, national sales organisations and customers

All people were asked to rate both aspects on a scale from 1 to 5, from not existing / necessary to perfectly well developed / top priority

# The interview results show a lack of sales readiness for e-mobility across all OEMs.



## Strategy

- Customers require **more details about the e-mobility strategy**.
- The **communication** focuses on technical aspects and **lacks passion**.

## Customer

- Discuss and **find mobility solutions**, not only cars.
- **Sales people need to learn a different language** and skill portfolio.
- Sales people **lack own e-mobility experience**.

## Operations

- Clinics are too far down the road, **customers want to get involved earlier in the product development stage**.
- E-mobility needs a **dedicated service hotline**, especially in “petrol” countries (DE, UK)

## Organisation

- **A separate EV organisational setup in sales** is key to develop a market such as DE or UK.
- **New minds are needed** and a new HR development and recruiting process **to allow a cultural change**.

## People

- **Current incentive systems do not help** the development of e-mobility (numbers and targets).
- There is a **general lack of competence** in understanding customer mobility requirements.

## Leadership

- **Old style management** has proven successful but **hinders a fast decision making process** in a disruptive environment.
- **Speed beats perfection** in a disruptive environment; imperfect solutions are needed to advance.

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- Input selection and analysis method
- Model construction results

## Findings

- Opinion differences between OEMs and customers
- Recommendations from the interviews

## Outlook

- Potential next steps for OEMs
- Our service portfolio in automotive



The following aspects have been required and recommended repeatedly.

### Headquarter

- **Top management involvement and “walk the talk” is key** to drive the business and to steer the implementation of concepts.
- Implement **speed beats perfection** in the organisation, i.e. in the business case evaluation!
- Give **independence to e-mobility** to allow a disruptive market approach (**P&L responsibility**).
- Design and implement **e-mobility incentive** and motivation **scheme**.
- **Allow errors!**

### National sales company

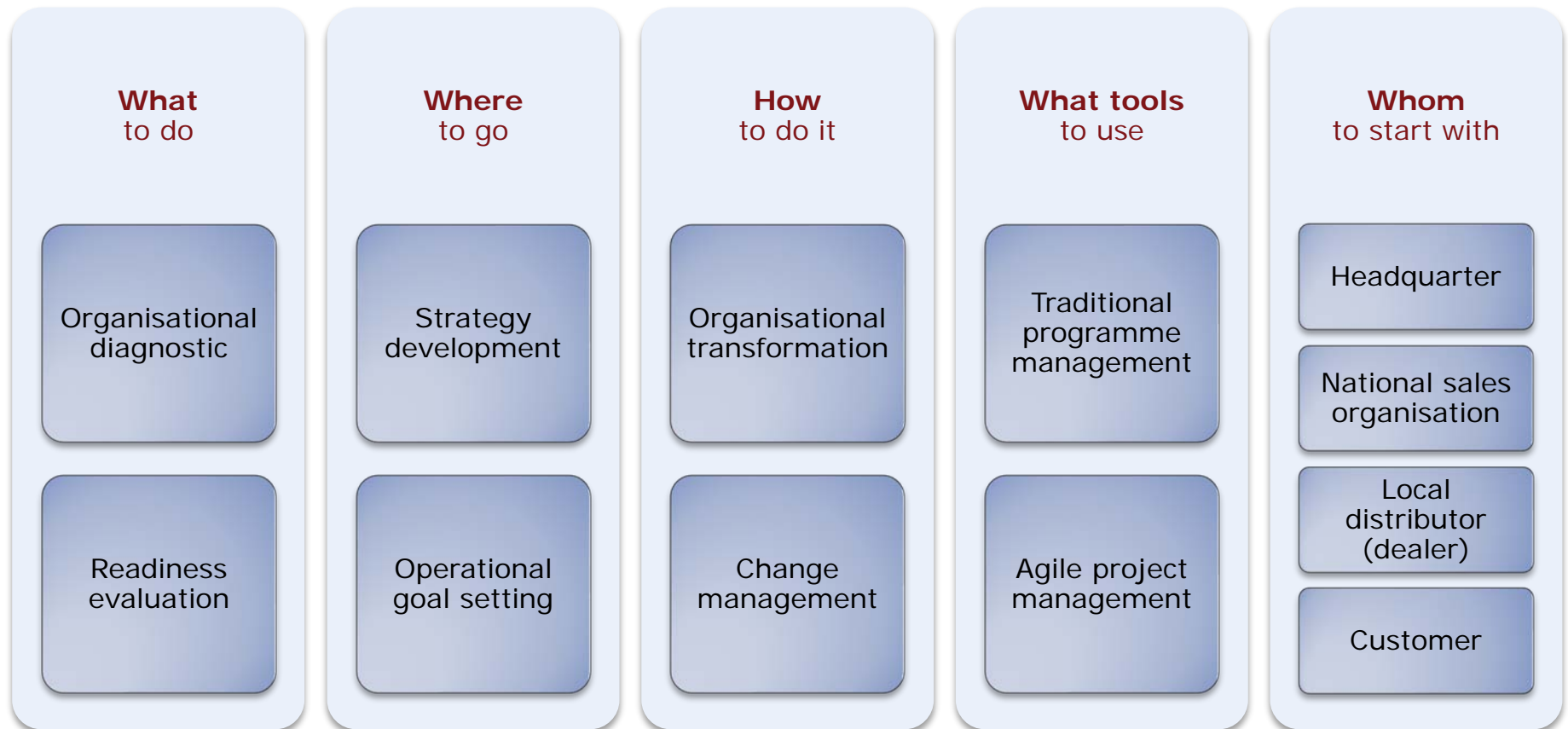
- Conduct market workshops and **focus on mobility solutions and not only cars**.
- **Ensure EV and mobility competence** team for corporate sales (**new heads and minds**).
- Identify and **implement best possible organisational setup**.
- **Launch local** in depth **readiness and market research** with corporate customers.
- Design and implement **e-mobility dealer development plan**.

### Customer

- **Don't fear your customers, talk with them about mobility** solutions and not only about cars.
- **Organise future mobility workshops** to identify strategic opportunities.
- **Expand** and intensify two-way **expert communication** with corporate customers and leasing companies.
- **Involve customers earlier** in the development of new products and mobility solutions (co-creation).

**A disruptive approach is not doing the same things faster!**

# Our service portfolio in automotive





So what's next?

Let's talk about it



Kind Regards, André Latendorf

**Latendorf**  
Organisational Development