

## Master's Thesis Evaluation by the Opponent

### Title of the Master's Thesis:

Analysis of the e-mobility development and strategy of conventional and emerging car manufacturers in the automotive industry

### Author of the Master's Thesis:

Mandya Aziz

### Goals of the Master's Thesis:

The purpose of this thesis is to identify commonalities and differences in e-mobility development and strategies between conventional car manufacturers and emerging car manufacturers.

### Evaluation:

|             | Criteria       | Description   | Max. points | Points |
|-------------|----------------|---|-------------|--------|
| Content 70% | Output Quality | The expected output of this Diploma Thesis (DT) is a clear statement on similarities and differences of the car's manufactures strategies based on the Porter's Analysis and Innovator Dilemma. Although the DT has an extensive information about current realities of the issue. The presented analyses lack connectivity with the presented output (Figure 32). Additionally, the interviews with the experts lack influence on the analyses and the chapter 7 is a compendium of governmental initiatives without influence on the research synthesis.  | 20          | 17     |
|             | Goals          | The aim of the DT is to determine differences and similarities in the strategies of car manufacturers towards this type of vehicles. This goal is partially achieve since there is a lack on the link with the analyses.  | 10          | 8      |
|             | Methodology:   | The author properly selects Porter's Model and Innovator's dilemma as a tool to find differences and similarities of car manufactures strategies within this specific scope. The explanation of both methodologies is mixed with its implementation. This creates an erratic flow of the document. Author should determine the theoretical framework, then establish methodology and then just implement the methodology. Each part of the method is a combination of theory and application that confuses the reader. For example, chapter 7 should be an input for the Porter's Analysis and Innovator's Dilemma but it is located after these two analysis. The methodology mentioned the interview with experts. The output of these interviews is other perspective on the issue with specific output that should be described separately and clear. | 20          | 17     |

|                         |                               |  |     |    |
|-------------------------|-------------------------------|--|-----|----|
|                         | Theory/<br>Conceptualization: | The document possesses large amount of information that might be consider as a theory framework. Nevertheless, it lacks of structure and it is difficult to assess what is theory and what is implementation. In terms of literature, I suggest to take a look of Porter (2008) On Competition | 20  | 15 |
| Formal requirements 15% | Structure:                    | The DT lacks flow.   | 3   | 1  |
|                         | Terminology:                  | The document present high level of terminology about the topic and technologies.   | 4   | 4  |
|                         | Formalities:                  | Sufficient   | 4   | 4  |
|                         | Citing:                       | No remarks on this.  | 4   | 4  |
| Delivery 15 %           | Presentation document:        | Is the presentation itself structured in a clear way? Is it appealing and easy to follow? Does it convey the message efficiently?  | 5   |    |
|                         | Presentation skills:          | Are you conveying the message efficiently and timely? Do you use appropriate words, speed, tone of voice, gestures, movement etc. to express your thoughts in a clear manner?  | 5   |    |
|                         | Argumentation:                | Are you able to readily and briskly react to questions or comments? Are you able to explain unclear parts and connect comments to relevant places in your presentation or parts of particular analyses? How well are you able to defend to your ideas and recommendations?                     | 5   |    |
|                         |                               |  | 100 | 0  |

### Other comments:

This Master Thesis (MT) extensively explores the topic of personal vehicles with e-mobility technology which is a specific part of the entire issue of e-mobility. Since e-mobility is not just about personal vehicles, the author should include the bigger picture of the issue and explicitly determine the MT scope. Furthermore, the analysis focuses mainly in the elements of the e-vehicles (Battery / Powertrain). Then, the scope of the MT is specific in technical issues. Moreover, the aim of the MT is to determine differences and similarities in the strategies of car manufacturers towards this type of vehicles.

The author properly selects Porter's Model and Innovator's dilemma as a tool to find differences and similarities of car manufactures strategies within this specific scope. The explanation of both methodologies is mixed with its implementation. This creates an erratic flow of the document. Author should determine the theoretical framework, then establish methodology and then just implement the methodology. Each part of the method is a combination of theory and application that confuses the reader. For example, chapter 7 should be an input for the Porter's Analysis and Innovator's Dilemma but it is located after these two analysis.

The methodology mentioned the interview with experts. The output of these interviews is other perspective on the issue with specific output that should be described separately and clear.

Table 4 is a good summary of the analysis. Something similar should be at the end of Porter's Analysis.

In terms of literature, I suggest to take a look of Porter (2008) On Competition

**Questions or comments to be discussed during the thesis defence:**

1. Please explain, How the author came up with this conclusion?

„Many conventional manufacturers such as Daimler/Mercedes-Benz did not initially perceive Tesla as a threat, and even supported the startup financially.“

Wouldn't be opposite? Since they saw potential in this business they decided to get involved first so they can take advantage of it?

2. It seems like the proposed strategy to succeed in this business is to be vertical integrated (Figure 32). Why? Please refer to the Porter's Analysis and Innovator's Dilemma in the document to argue the answer.

3. What strategy do you recommend emerging and conventional car manufacturers on regards the business of personal vehicles with e-mobility technologies? Since this is a Master thesis, it is expected a proposal of strategy for emerging and conventional car manufacturers based on the analysis. It might be specific for each of applicable for both. Please insert in the presentation at the defence at least a table on which the outputs of Porter's Model and Innovator's dilemma determine the aspects or elements that the car manufacturers' strategies should have in order to succeed in this business.

**The name of the Opponent:**

Ing. Felipe Martínez, Ph.D.

**The employer of the Opponent:**

University Of Economics, Prague (FPH, KM)

**Date** 28. 5. 2019

**Signature of the Supervisor:**

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