



EFS (China) Business Consultancy Co., Ltd.

Business Plan

A Master's Thesis submitted for the degree of
"Master of Business Administration"

supervised by
Prof. Robert D. Hisrich, PhD.

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Vienna, 31.07.2010



Affidavit

I, **Ting Wasner Lian**, hereby declare

1. that I am the sole author of the present Master's Thesis, "EFS (China) Business Consultancy Co.,Ltd. Business Plan", 53 pages, bound, and that I have not used any source or tool other than those referenced or any other illicit aid or tool, and
2. that I have not prior to this date submitted this Master's Thesis as an examination paper in any form in Austria or abroad.

Vienna, 31.07.2010

Signature

Abstract



The automotive industry, a key sector in China's industrialization and modernization efforts, has been developing rapidly since the "open-door policy" and China's entering in the WTO. Multinational automotive companies come to the Chinese market, set-up joint ventures and introduce advanced technology and management philosophy. Thanks to the technology innovation, recent years have witnessed the rise of Chinese local independent automakers in a very short period of time. In 2006 China became the 2nd largest automotive market and the 3rd largest automobile manufacturing country in the world. China's automotive industry has continued to expand despite the global economic downturn and as of November 2009 China is the largest auto market the world. On top of that China has produced 10 million cars so far in 2009 and as of October it become the first time a 10-million-unit car producer. China is expected to produce over 13 million vehicles in 2009, becoming both the world's largest automobile producer and consumer. The consultancy McKinsey & Company estimates that China's car market will grow tenfold between 2005 and 2030.

EFS has been serving the European automotive industry for the past 20 years, with a successful expansion to Japan in recent years. China is the next logical market as EFS sees the rising global attention in the automotive industry and rapid growth of business opportunities. Therefore EFS is preparing to enter the Chinese market in 2010.

EFS with its head quarter in Vienna, is an independent consulting firm focusing on future technologies and market in the automotive industry. EFS' core competencies, which cover technology and strategic consulting have been constantly enhanced and adapted to the changing challenges of the market, especially in recent years with the new product development of green cars. EFS supports clients from early stage of product development up to the market positioning of the product with respect to all technical, economic and social aspects of future market trends.

Innovation is the key for automotive industry therefore EFS is fully aware of using innovative approaches combined with its core competencies to support automakers in solving their current and future problems according to product and market definition, concept development, series development, production and logistics, project and process management.

The object of this master thesis is to develop a business plan, which is feasible for EFS to expand to the Chinese market with a major emphasis on providing services with innovative approaches. Project examples will be explicit to demonstrate the innovative approaches and methodology. The key learning from this master thesis will be innovation in automotive service industry, value creation and entrepreneurship.



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Entrepreneur:

Mr. Truls Thorstensen

Co-owner:

Mr. Christian Schaupp

Description of Business:

This business will provide consulting service on a contract basis to Automotive OEMs in China, which is including passenger cars and commercial vehicle manufacturers. Services include product definition, market definition, concept development, series development, production, logistics, project management and process management, etc. Contracts are normally designed and billed around project days; duration is normally from 3 months to 12 months, as well as in some extreme case it could also be just 1 day, for instance one-day workshops.

Financing:

EFS' entrepreneur Truls Thorstensen will provide EUR 110,000 that will cover the bulk of the start-up expenses, such as office space, office equipment, travelling expenses, and selling costs. The funds will be sufficient to cover the company's expenses throughout the first year of operations, which is the most critical from the cash flow standpoint.

This confidential Business Plan has been prepared solely for information purposes and is being furnished to prospective investors in connection with EFS (China) Business Consultancy Co.,

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EFS

EFS (China) Business Consultancy Co., Ltd.

Business Plan

This is public version business plan #_____

Table of Contents

1	Executive Summary	9
1.1	The Venture and its Industry	9
1.2	The Entrepreneur	9
1.3	The Management Team	9
1.4	Mission	10
1.5	Financing	10
1.6	Sales Forecast	10
1.7	Key to Success.....	10
2	Description of Venture.....	11
2.1	History of EFS Unternehmensberatung GesmbH.....	11
2.2	Company Profile.....	11
2.3	Description of Services.....	12
2.4	Mission Statements.....	14
2.5	Background of the entrepreneur	15
2.6	Business location, equipment and personnel	16
2.7	Entry and growth strategy.....	18
2.8	Current status.....	18
2.9	Future development plans.....	19
3	Industry Analysis	20
3.1	Automotive Industry in China	20
3.2	Geographical distribution of Chinese auto industry	22
3.3	SWOT Analysis.....	24
3.4	Business environment ranking.....	25
3.5	Analysis of Competitors	25
3.6	Key Target Clients.....	27
3.7	Industry and Market Forecasts.....	28
4	Operational Plan.....	30
4.1	Description of Company's Operation.....	30
4.2	Technology Utilization	30
4.3	Management localization.....	30
5	Marketing Plan.....	31
5.1	Market Segment.....	31
5.2	Marketing Strategy	31
5.3	Pricing Strategy	32
5.4	Promotional Strategy	32

5.5 Sales for First 3 Years	35
6 Organizational Plan.....	36
6.1 Form of Ownership.....	37
6.2 The Management-Team.....	37
6.3 Roles and Responsibilities of Management Team.....	37
6.4 Organizational Structure.....	38
7 Assessment of Risk	39
7.1 Evaluate Weaknesses of Business	39
8 Financial Plan.....	40
8.1 Pro Forma Income Statement	40
8.2 Pro Forma Cash Flow Statement	41
8.3 Pro Forma Balance Sheet.....	42
9 Appendix.....	43

Table of Figures

Figure 1 Location of vehicle manufacturers in China	23
Figure 2 Organizational Structure EFS China.....	38

List of Tables

Table 1 Sales forecast 2010-2012	10
Table 2 Business location analysis	17
Table 3 Chinese total vehicle sales, 2003-2008 (no. of vehicles)	1
Table 4 Leading Chinese manufacturers' passenger car production, Jan-Sep 2009 (no. of vehicles and %)	21
Table 6 Analysis of consolidated location	22
Table 7 China Auto Industry SWOT.....	24
Table 8 Business Environment Ratings - Autos Industry Asia Pacific	25
Table 10 China Autos Sector - Historical Data & Forecasts	28
Table 11 China autos sector - historical data & forecasts	29
Table 13 Commercial Vehicle Production in China from 2003-2008.....	31
Table 17 Pro Forma Income Statement, Three-Year Summary (EURO).....	40
Table 18 Pro Forma Cash Flow, First Year by Month (EURO).....	41
Table 19 Pro Forma Cash Flow, Three-Year Summary (EURO)	41
Table 20 Pro Forma Balance Sheet, end of First year (EURO)	42

1 Executive Summary

1.1 The Venture and its Industry

EFS is an independent consulting firm focusing on future technologies and markets in the automotive industry. EFS' core competences, which covered technological and strategic consulting at the time of the company's foundation 20 years ago, have been constantly enhanced and adapted to the changing challenges of the market. Today we support our clients beginning with the product development up to the positioning of the product with respect to all technical and economic aspects of future market trends. Innovation is a key to our business, and it will be critical to be competitive and to win the future success as well.

We offer detailed services such as product/market definition, concept development, series development, production and logistics, project and process management.

Based in Vienna, Austria, EFS manages projects in Europe, the USA, and Asia. In addition, EFS maintains a subsidiary in Japan. Currently EFS is starting a new branch in China as EFS (China) Business Consultancy Co., Ltd. The office will be based in Beijing Guo Mao CBD area.

1.2 The Entrepreneur

Mr. Truls Thorstensen's academic background is in Engineering Physics and Business Administration.

In his role as President of EFS, also acting as project manager and expert in major customer projects himself, during the past 15 years he has overseen a wide array of projects in the Volkswagen group, mainly for Audi and VW. During this long mutual collaboration Mr. Truls Thorstensen was able to establish and maintain close relationships with several top-level managers within the Volkswagen Group in the departments of Product Development, Production and Marketing.

1.3 The Management Team

Clemens Wasner will be assigned as chief representative to the Chinese market, with the goal of building up EFS China. Later on we will have project managers who will be in charge of the project teams.

Ting Wasner Lian will be assigned as head of business development China, responsible for market entry strategies and promotion strategies.

1.4 Mission

EFS (China) Business Consultancy Co., Ltd aims to offer innovative consulting services to meet each client's specific needs in the highly specialized automotive commercial vehicles and passenger vehicles market segment especially in the R&D department.

1.5 Financing

EFS' owner, Truls Thorstensen, will provide EURO 110,000 that will cover the bulk of the start-up expenses, such as office space, office equipment, travelling expenses, and selling costs. The funds will be sufficient to cover the company's expenses throughout the first year of operations, which is the most critical from the cash flow standpoint.

1.6 Sales Forecast

Sales and profits projections are based on Europe and Japan projects experiences.

Table 1 Sales forecast 2010-2012

	2010	2011	2012
Sales			
Direct client	€ 30,000	€ 240,000	€ 300,000
Joint client	€ 30,000	€ 180,000	€ 180,000
Total	€ 60,000	€ 420,000	€ 480,000

1.7 Key to Success

EFS' keys to success include:

- ⇒ A high level of experience in automotive consulting business for more than 20 years
- ⇒ A group of professionals with a broad range of specialty areas that complement each other
- ⇒ Innovative approaches and methodologies with blue sea strategy

2 Description of Venture

2.1 History of EFS Unternehmensberatung GesmbH

EFS was founded by three associates of the Boston Consulting Group. Following a decade of traditional consulting activities (focusing on issues of strategy and organization), EFS was taken over by the current partners and redirected towards the research and development sector.

Within only two years, 90% of revenue was being generated in the R&D area. The experience and creativity of the EFS team, which emphasizes on developing new services for our clients, continues to be the driving force behind our success.

Our associate structure, continuing education and training programs are continually adapted to suit our product portfolio. We also maintain a global partner network of consultancy companies and universities.

Traditionally almost the entire revenue was generated in Germany however over the years EFS got involved in projects which required on-site presence in the US, France, Italy and Japan.

As a consequence of growing business in Japan, EFS established a Japanese branch in 2008. The economic crisis hit Japan especially hard therefore in 2009 there was no profit growth, however starting from 2010 business is growing healthily with two new clients already sending requests for quote.

In order to position itself more oriented towards growth markets EFS is planning to establish offices in India and China, where as the latter – being the more mature and faster growing market – has the higher importance.

2.2 Company Profile

EFS is an independent consulting firm focusing on future technologies and markets in the automotive industry.

EFS' core competences, which covered technological and strategic consulting at the time of the company's foundation 20 years ago, have been constantly enhanced and adapted to the changing challenges of the market. Today we support our clients beginning with the product

development up to the positioning of the product with respect to all technical and economic aspects of future market trends.

Such a wide area of activities naturally requires highly versatile staff members. Thus, our success is based on the diversity of our associates who are experts in various disciplines such as engineering, natural and social sciences, business administration, etc. Although they differ significantly with regard to their educational and professional backgrounds, they all share common goals when it comes to expertly meeting customer requirements.

This combination of comprehensive expertise and outstanding commitment has enabled us to assist our clients realize sustainable value gains over the last 20 years.

Based in Vienna, Austria, EFS manages projects in Europe, the USA, and Asia. In addition, EFS maintains a subsidiary in Japan.

2.3 Description of Services

EFS offers the following services:

⇒ **Product/market definition**

Design

- Determining product properties (Property Profiler™)
- Simultaneous development of communication strategies

Assessment (Preclinic, Clinic)

- Target group specific assessment of design characteristics
- Target group specific assessment of product characteristics

⇒ **Concept development**

Shaping/preparation/assessment

- Shaping and assessment of product structures and production architecture (MFDTM)
- Selection of applicable technologies, comparison of concepts
- Definition of product development core activities

- Detailing of product specifications on the basis of defined properties (detailing of requirements specifications)
- Determining target costs for materials, tools and development (MPMTM-COST)
- Determining variant/communality targets (MPMTM-VAR)
- Quantity and ramp up planning on a variant scale (Volumizer)

⇒ **Series development**

Preparation/assessment

- Shaping and management of change processes
- Variant management (MPM VAR)
- Management of product properties (weight,...)
- Target cost tracking (costs incurred for material, tools and development) (MPM COST)
- Reconciliation of design specifications
- Placement of orders with series suppliers (scheduling, consolidation of data)
- Prototype trial planning (MPM VEH – Variants/Vehicle allocation)

⇒ **Production/Logistics**

Shaping/assessment

Influence on the product

- Influences of the logistics department on the development process
- PBE tracking to ensure that product designs meet logistical requirements

EFS value stream mapping / EFS value stream analysis

- Development and evaluation of logistics processes with respect to new product developments as well as established processes - quantitative and qualitative assessment of alternatives

Pearl chain processes

- Qualitative evaluation of component/plant fitness and quantitative analysis of supplier/vehicle manufacturer/market

Optimization of the vertical range of production

- Derivation of strategies from a prospective analysis of the required competences for new models

⇒ Project/Process management

Among these services the most promising for China are:

- Product/market definition for Chinese OEMs, which plan to bring their products to Europe/US.
- Concept development
- Series development especially with focus on platform strategy for both passenger and commercial vehicles.

2.4 Mission Statements

Currently EFS Unternehmensberatung GesmbH doesn't have an official, written down mission statement but rather principles and business-ethics, which are taught to employees by the entrepreneur. From our experiences and self-development, we initiate EFS China's core mission statements as below.

EFS' core mission statement:

- ⇒ "Employees as the source of our strength"
- ⇒ "Constantly exceed our client's expectations"
- ⇒ "Continuous self-improvement"
- ⇒ "Empower to self-empower"

2.5 Background of the entrepreneur

Truls Thorstensen – CEO & President

Mr. Thorstensen's academic background is in Engineering Physics and Business Administration.

The main stages of his professional career are:

- Assistant to the CTO, Philips Electronics
- Assistant Production Manager VTR/VCR, Philips Electronics
- Head of Development and Production Electronics - VTR/VCR, Philips Electronics
- Senior consultant in the field of automotive industry in an international business consultancy (Company was taken over by Daimler and integrated into the Daimler Group)
- President of EFS business consultancy (since 20 years)

In his role as President of EFS, also acting as project manager and expert in major customer projects himself, during the past 15 years he has overseen a wide array of projects in the Volkswagen group, mainly for Audi and VW. During this long mutual collaboration Mr. Thorstensen was able to establish and maintain close relationships with several top-level managers within the Volkswagen Group in the departments of Product Development, Production and Marketing.

EFS has traditionally a dual focus: product/market on one hand and process/organization on the other. Therefore the work for the Volkswagen Group comprises a wide field of strategic as well as operational support projects ranging from product/market definition to product development and production/logistics. Herein, some projects focus mainly on Audi and VW, while others target the coordination and collaboration between them or facilitate Volkswagen Group research activities.

In the field of product/market the projects deal with the link between market perception/acceptance and technical solutions for single vehicles, entire platforms as well as brand specific issues for existing and new types of vehicles. The projects focus on driving dynamics, driver assist systems, infotainment, passive safety and interior/exterior concepts.

In the area of process/organization the projects deal with product development process,

simultaneous engineering, innovation management, property management, definition of core competencies in product development and production and design for production.

2.6 Business location, equipment and personnel

Business location

Automotive OEMs are spread around whole China, furthermore project work for our clients happens entirely at their site. Given this background it would not make sense to maintain a large office presence in China. However to be able to build up trust EFS should rent an office space in a well-known location. Therefore after analyzing we choose EFS China office to be based in Beijing China. Currently we suppose that the official EFS China office location would be in Guo Mao¹. The office space could be around 100 square meters, which has 3 rooms, including a meeting room.



¹ Guo Mao is in the center of the most important central business district in Beijing China. All famous international and Chinese companies are based there.

Analysis of EFS China business location

Table 2 Business location analysis

Reasons	Impact
<ul style="list-style-type: none"> EFS' service projects are 100% at client sites. 	None
<ul style="list-style-type: none"> Easy for EFS headquarter experts to fly from Vienna to Beijing, because Vienna has direct flights operated by Austrian Airlines to Beijing, but not available to flight to Shanghai yet. 	Beijing is better than Shanghai
<ul style="list-style-type: none"> Beijing and Shanghai in terms of standing is almost the same but from political point of view Beijing is much closer to the information flow than Shanghai. 	Beijing is better than Shanghai
<ul style="list-style-type: none"> Same as above, from legislation and standards (passenger cars and commercial vehicles) point of view Beijing is much closer to the information flow than Shanghai. 	Beijing is better than Shanghai
<ul style="list-style-type: none"> From corporate tax point of view, Beijing and Shanghai would be the same because projects fees are directly transferred to Vienna Austria, and it has no impact to the location of China branch office. 	Neutral

Equipment

As normal office equipment, we need new desks, chairs, sofa, tea table, laptops, projector, sound system, printer, fax machine, phones, coffee machine, etc. The meeting room would be equipped with a projector and sound system in case our client would like to visit our office. Furthermore this equipment is necessary when, during our recruiting process, candidates present their case study results and their self chosen topic.

Personnel

At the very beginning EFS will send Mr. Clemens Wasner and Ms. Ting Wasner Lian to EFS China. Mr. Clemens Wasner will be the chief representative China, and Ting Wasner Lian will be the head of business development.

Experience from Japan shows that in order to be able to cope with fluctuation and spikes in capacity demand, as well as with the fact that it takes a considerable amount of time to find qualified personnel with the appropriate language skills, as a rule of thumb EFS employs 20% more people than sold at projects. By doing so EFS is able to free up resources for acquiring

new projects as well as staff internal studies. If we have project in China, we will relocate our EFS experts from Europe to China, and at the same time we will also look for candidates in China.

As EFS China will be a lean business, we would like to outsource all tasks which are not related to our core business such as website design, accounting, legal affairs as well as office cleaning services in order to cut costs.

2.7 Entry and growth strategy

EFS is a Business-to-Business Company and our client projects are strictly confidential, therefore making publications out of these projects is strictly forbidden. As a consequence EFS has decided to go to China with its strategic partners, who are already positioned as premium in the market and have in-depth business contacts and know-how of the current automotive industry in China.

By visiting potential clients directly at their site, together with our strategic partners EDAG² and Magna³, EFS intends to position itself as the premium automotive consulting firm it is in Europe and Japan. During the entry phase EFS aims for smaller projects, which are more likely to receive approval. After successfully carrying out initial projects EFS aims for diversification within one client e.g. getting projects both in R&D and Sales & Marketing.

2.8 Current status

First sales pitches started in May 2010 and client needs are identified, but the outcome is too early to tell, and time still needed for further in-depth discussion.

Our impression with clients' first touch is that currently China domestic consulting firms cannot fulfill their needs, therefore they are looking for more suitable ones from abroad, preferably from Europe as many Chinese OEMs licensed European automotive technology.

² EDAG is the world largest independent engineering company based in Fulda Germany.

³ Magna is one of the biggest supplier of automotive components.

2.9 Future development plans

EFS realized the growing importance of the Chinese automotive market. Furthermore EFS' entrepreneur wish is that EFS can become more and more globalized. Therefore EFS is prepared for future development in China.

The detailed future development plans as below:

- Continuing cooperation with our strategic partners such as EDAG and Magna.
- Identifying clients' needs by visiting more and more clients together with EDAG, Magna and also as EFS alone. Detailed meetings and site visiting can increase the opportunities for EFS to understand clients' current situations and challenges in order to define clients' needs.
- Maintaining client relationships by further detailed and target meetings and cooperation opportunities.
- Joining valuable forums in order to present EFS to the industry
- Continuing publications such as interviews, monthly column at China Auto Business Review⁴, etc.
- Continuing conduction internal studies financed by EFS and related publications.
- Continuing networking such as business events, etc.
- Furthermore looking for more opportunities for business development.

⁴ China Auto Business Review is the leading monthly magazine exclusive for automotive industry related business in China. <http://www.autobizreview.com/>

3 Industry Analysis

3.1 Automotive Industry in China

Since the reform and opening up to the outside world, multinational automotive companies have come into Chinese market, setting up joint ventures and introducing advanced technology and management philosophy. Thanks to the technological innovation recent years have witnessed the rise of Chinese local independent automakers in a very short period of time. With the soaring economy in the most populous country in the world, China is welcoming a hot and prosperous automobile consumption market. In 2006 China became the 2nd largest automotive market and the 3rd largest automobile manufacturing country in the world. In the first quarter of 2009, the sales and output of vehicle volume reached 2.68 and 2.56 million units, up 1.91 and 3.88 percent respectively year-on-year. As of today (July 2010) China is both the largest auto manufacturing and consuming country. As one of the most important emerging markets, China has been proved to be the most dynamic market in the world.

Table 3 Chinese total vehicle sales, 2003-2008 (no. of vehicles)

Year	Sales
2003	4,409,249
2004	5,122,773
2005	5,806,419
2006	7,068,979
2007	8,799,697
2008	9,393,948

Source: China Automotive Review

Since November 2009 China is the largest auto market the world. China's automobile industry has been in rapid development since the early 1990s. In 2008, 9.345 million motor vehicles were manufactured in China, surpassing United States as the second largest automobile maker, after Japan. Boosted by Chinese government incentives, vehicle sales in China reached a record of 13.6 million units in 2009, reported by China Association of Automobile Manufacturers (CAAM). It indeed took China to an undisputed number one position globally, more than 3 million units ahead of the US. The Chinese total also includes about 650,000 heavy-duty trucks.

Statistic data from JD Power & Associates shows that both passenger car production and commercial vehicle production from January till September 2009 have a great recovery evidence directly benefits from the government incentive packages.

Table 4 Leading Chinese manufacturers' passenger car production, Jan-Sep 2009 (no. of vehicles and %)

Rank	Manufacturer	Output	% market share	% change YOY
1	Shanghai VW	500,812	8.70	28
2	FAW VW	473,263	8.20	23
3	Shanghai GM	466,794	8.10	33
4	Beijing Hyundai	411,773	7.20	81
5	Dongfeng Nissan	360,240	6.30	44
6	Chery	341,492	5.90	26
7	FAW Toyota	269,980	4.70	(11)
8	BYD	265,211	4.60	129
9	GAC Honda	260,345	4.50	10
10	Geely Group	226,766	3.90	37
11	Changan Ford Mazda	222,453	3.90	36
12	Dongfeng Peugeot	177,367	3.10	23
13	Dongfeng Yueda Kia	158,538	2.80	46
14	TAIC FAW Xiali	152,103	2.60	15
15	Dongfeng Honda	146,406	2.50	16
16	GAC Toyota	138,780	2.40	6
17	FAW Car	128,983	2.20	56
18	Chongqing ChangAn	107,004	1.90	5
19	Brilliance Jinbei	100,891	1.80	63
20	Great Wall Motor	99,385	1.70	89

Source: JD Power & Associates

Table 5 Leading Chinese manufacturers' commercial vehicle production, Jan-Sep 2009 (no. of vehicles and %)

Rank	Manufacturer	Output	% market share	% change YOY
1	SAIC-Wuling	759,404	24.20	62
2	ChangAn Automobile	518,097	16.50	66
3	Beiqi Foton	385,757	12.30	40
4	Dongfeng Motor	279,052	8.90	32
5	Hafei Motor	155,123	5.00	33
6	Brilliance Jinbei	123,542	3.90	23
7	Jianghuai Automotive	118,914	3.80	17
8	Jiangling Motors	80,260	2.60	7
9	Huayuan Kaima	72,505	2.30	42
10	Nanjing Iveco	63,961	2.00	22

Source: JP Power & Associates

3.2 Geographical distribution of Chinese auto industry

China's auto production is grouped in several distinct clusters, which group around the key regional industrial centers, such as Beijing and Tianjin, Changchun, Chongqing, Guangzhou, Wuhan and Shanghai.

The layout of consolidated location has both advantages and disadvantages.

Table 6 Analysis of consolidated location

Advantages	Disadvantages
<ul style="list-style-type: none"> • In terms of logistics both for components and finished vehicles, because the OEMs are based in the area where demand is also strong • Better for industrialization 	<ul style="list-style-type: none"> • Labor shortages (shortage of candidates in terms of qualified managers) • Labor becomes more expensive in area like Beijing and Shanghai.

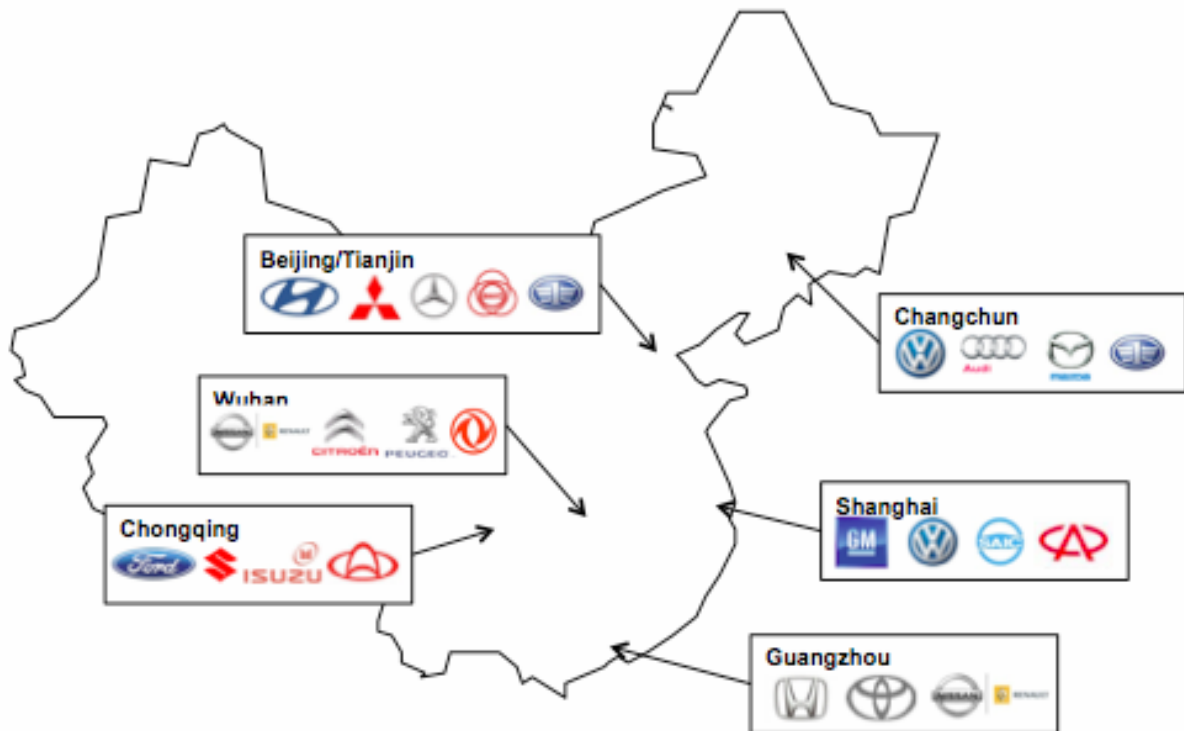
The industry is likely to remain concentrated in six major regions:

- Beijing and Tianjin, where around 130 suppliers serve BAIC and Tianjin Automotive
- Changchun, which lies to Northeast coast of China, where there are around 220 large suppliers serving FAW.
- Chongqing, which lies to the heart of center of Western China, is the home of ChangAn

Motor and helps to facilitate the development of inland China.

- Guangzhou lies to the further southern part of the southeast coast close to Hong Kong, where home of Japanese – Chinese joint venture such as Honda, Toyota and Nissan.
- Wuhan capital of Hubei Province heart of China, where more than 300 suppliers serve Dongfeng Motor (Second Auto Works).
- Shanghai, where around 300 suppliers serve SAIC and other local automakers.

Figure 1 Location of vehicle manufacturers in China



Source: EFS Unternehmensberatung GesmbH

3.3 SWOT Analysis

Table 7 China Auto Industry SWOT

<p>Strengths:</p> <ul style="list-style-type: none"> • Currently world No.1 both in market needs and production • Fast developing domestic industry by using their experience of joint-ventures with international OEMs • Production know-how and cheaper labor • Investment continues to flow to the China auto industry market • Stable government control secures auto industry investments • Fast growing attention for local Chinese automakers to develop its own platforms and related technologies
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Specialized talents are needed for OEMs to grow sustainable • In order to grow fast the majority of local Chinese automakers violate intellectual property rights, which made international OEMs reluctant to share technology • High import tax makes local OEMs less competitive, as it makes it difficult for foreign OEMs to break into the local market
<p>Opportunities:</p> <ul style="list-style-type: none"> • Many OEMs in China have already been growing abroad by setting up sales representative offices abroad and through M&A • Government has recognized the significance of the automotive industry and constantly introduces stimulus packages to boost sales • Chinese government is trying to encourage fuel efficiency and clean energy vehicles, which brings newer technology to China. We could also see that greater changes have to be adapted to consumer preferences
<p>Threats:</p> <ul style="list-style-type: none"> • A potential of over capacity might come to China automotive industry, consolidation process is happening within the industry • Rising of Chinese RMB will weaken the competitive advantage of Chinese OEMs: cheap labor • Rising of huge numbers of different types of passenger cars are creating the possibility that cars will become more and more commodity • The US has raised import tariffs on Chinese tires, which would have an adverse impact on lucrative trade

3.4 Business environment ranking

Table 8 Business Environment Ratings - Autos Industry Asia Pacific

	Limits of Potential Returns			Risks to Realisation of Returns			Autos BE Rating	Regional Ranking
	Autos Market	Country Structure	Limits	Market Risks	Country Risk	Risks		
Australia	58.3	87.2	68.4	80.0	68.2	74.1	70.1	1
China	81.7	44.9	68.8	65.0	65.2	65.1	67.7	2
South Korea	63.3	65.8	64.2	75.0	70.4	72.7	66.8	3
Japan	51.7	76.6	60.4	50.0	75.4	62.7	61.1	4
Thailand	53.3	48.3	51.6	60.0	56.4	58.2	58.3	5
India	68.3	28.2	54.3	60.0	55.8	57.9	55.4	6
Philippines	50.0	46.1	48.6	75.0	58.0	66.5	54.0	7
Indonesia	56.7	36.3	49.5	75.0	52.9	63.9	53.9	8
Malaysia	40.0	61.2	47.4	60.0	69.7	64.8	52.6	9
Taiwan	35.0	50.0	40.3	70.0	71.5	70.8	49.4	10
Singapore	11.7	90.1	35.3	55.0	86.0	70.5	48.5	11
Vietnam	45.0	26.8	38.6	85.0	51.5	68.2	47.5	12
Hong Kong	10.0	87.4	37.1	55.0	82.9	68.9	46.6	13
Pakistan	31.7	25.2	29.4	75.0	47.0	61.0	38.9	14

Scores out of 100, with 100 highest. Source: BMI

The above business environment ranking system for the automotive industry shows the limits and risks of starting a new business in a particular region in Asia Pacific. By analyzing the key factors such as sales and output growth, international trade, market size and location, and the level of market competition, in addition to taking into account a country's economic and political background, China ranked second, which gives us a greater potential in China.

3.5 Analysis of Competitors

Due to the highly specialized scope of services EFS has traditionally two main competitors: P3 Group and McKinsey. Out of these two only McKinsey has a local Chinese presence whereas official plans of P3 Group state that starting from 2011 they also want to build up business within China.

So far the focus of McKinsey China seems to have little to no overlap with EFS activities in the region. Reasons for this are that EFS at the moment is only contacting Chinese manufacturers

whereas McKinsey, utilizing its network from abroad, cooperates with joint ventures. Furthermore McKinsey did not adapt its consulting fees for the Chinese market, which put them out of budget for many R&D related projects in commercial vehicles.

The P3 Group, which besides timing has not finalized its China strategy yet, is traditionally competing with EFS through pricing. All of its employees are self-employed in one-man companies, which put them in the constant pressure to acquire new projects by themselves. On the other hand this model gives each of the consultants entrepreneurial freedom when it comes to time and capacity decisions. What their model is lacking so far and what puts them into a severe disadvantage in Asia is the absence of any centralized marketing efforts namely an experienced manager to lead the negotiations with potential clients. Our past experience from Japan shows that it is very hard to gain acceptance in Asia without continuous efforts from a senior manager (15+ years of experience).

As far as local competitors are concerned the competitive situation is completely different. Chinese consulting companies are relatively new in the automotive sector and therefore lack any experience when it comes to specialized topics such as platform strategy, complexity management or lining market research with an internal R&D roadmap.

EFS problem is not so much the local competition itself but the understanding of what needs to be done from our clients' side. "Teach the customer" applies very well to this situation as many automotive executives within Chinese carmakers are relatively inexperienced compared to their western counterparts.

Table 9 An assessment of competitor marketing strategies and strengths and weaknesses

Competitors	P3 Group	McKinsey	Local companies (e.g.) Beijing Data 100
Service strategies	Mainly project management services	Industry services	Independent market research
Pricing strategies	Lower	Premium	Relatively lower
Distribution strategies	Through their clients from Europe	Utilizing their clients from abroad	Well-developed channels in the domestic market
Promotion strategies	Each consultant has to promote himself	Use existing networks to approach new clients	Discount on man-days
Strengths and weaknesses	S: Very flexible W: unfocused	S: Constant flow of projects W: difficult to acquire projects out of network due to inexperienced customers and high price	S: Cheaper price W: Inexperienced with combined market know-how and engineering know-how.

3.6 Key Target Clients

One of the EFS China's core missions is to bring its combined future market know-how and both technological and economical knowledge with its adapted industry experience to cooperate with Chinese local OEMs. So our greatest interest is to cooperate and help Chinese OEMs to grow faster and healthier.

During Deng Xiao Ping's time he initiated the direct acquisition of many technologies from foreign companies. Till now many of them have joint ventures / M&A in order to keep the speed of industry development, and others are looking for opportunities to develop on their own. This creates tremendous opportunities for EFS in cooperating with them, especially in the commercial vehicle segment where there are very few experienced consulting companies.

Key target clients are:

- Anhui Jianghuai Automobile
- BAIC
- Beiben Truck
- Beiqi Foton
- China National Heavy Duty Truck
- Chongqing Lifan
- Chongqing ChangAn Automobile
- Jiangling Auto
- SAIC
- Weichai Power

3.7 Industry and Market Forecasts

The consultancy McKinsey & Company estimates that China's car market will grow tenfold between 2005 and 2030.

Production & Sales - China**Table 10 China Autos Sector - Historical Data & Forecasts**

	2007	2008	2009f	2010f	2011f	2012f	2013f	2014f
Total production (value, US\$bn)*	119.3	133.8	165.3	185.5	212.3	241.3	271.0	304.1
Total production (value, CNYbn)	872.3	978.2	1131.0	1248.0	1369.0	1496.0	1626.0	1763.0
Total production (CBUs, mn)	8.881	9.345	12.004	13.625	15.307	16.985	18.756	20.625
- Cars (mn)	6.380	6.738	8.765	10.038	11.360	12.679	14.070	15.539
- Commercial vehicles (mn)	2.500	2.607	3.239	3.587	3.947	4.307	4.686	5.087
Sales (value, US\$bn)*	108.0	118.6	151.8	167.7	191.2	216.7	242.7	271.3
Sales (value, CNYbn)*	917.1	1007.3	1038.0	1127.0	1233.0	1343.0	1456.0	1573.0
Sales (CBUs, mn)	8.796	9.380	12.883	14.467	16.111	17.751	19.482	21.309

*e/f = estimate/forecast; * estimate; Source: China Association of Automobile Manufacturers, Organisation Internationale des Constructeurs d'Automobiles*

Trade

Table 11 China autos sector - historical data & forecasts

	2007e	2008e	2009f	2010f	2011f	2012f	2013f	2014f
Autos exports (CBUs)	612,700	680,700	519,655	604,206	692,395	775,301	871,634	974,090
- Value, US\$bn*	33.2	49.7	40.4	46.6	54.6	62.9	72.2	82.6
- Value, CNYbn*	216.8	409.8	276.1	313.2	352.0	690.1	433.0	478.9
Auto imports (CBUs)	362,375	410,100	344,735	400,279	447,086	493,666	546,344	603,130
- Value (US\$bn)*	16.8	15.3	12.7	15.4	18.2	21.1	24.4	28.1
- Value (CNYbn)*	127.7	106.3	87.2	103.5	117.1	130.8	146.2	162.8
Balance (US\$bn)	16.4	34.4	27.6	31.2	36.4	41.8	47.8	54.5
Balance (CNYbn)	124.7	239.1	188.8	209.7	234.9	259.3	286.8	316.1

*e/f = estimate/forecast; * estimate. Sources: China Association of Automobile Manufacturers; Organisation Internationale des Constructeurs d'Automobiles*

4 Operational Plan

4.1 Description of Company's Operation

All of EFS' service projects are at the client's site in small teams or workgroups. Everybody has well defined tasks and, depending on the project requirements, daily reports to the clients as well. Management of such a team is flexible and always ready-to-change, which gives lots of personal flexibility and motivation to the individual employee.

4.2 Technology Utilization

Currently EFS is conducting business development in China, Japan, Europe and Russia. In order to keep aligned globally we are using mostly cloud technology such as Dropbox (file exchange) and Google Docs for real time collaboration e.g. to-do-list. This has a great effect as everybody is getting informed with the latest development of each region. On top of that both services are currently free and do not require expensive licenses.

4.3 Management localization

Experience in Japan gives us very good examples for EFS to realize management localization with paying an attention to culture issues. As for EFS China, we will also follow the "rules" of Chinese cultures and integrate it into our daily operation.

5 Marketing Plan

5.1 Market Segment

Over the last 20 years EFS has developed know-how especially on commercial vehicles, furthermore this market is less crowded than the passenger cars segment and thus more profitable. Therefore EFS China will first focus on the commercial vehicle market in China.

Table 12 Sales of Commercial Vehicles in China from 2002 - 2007

	2002	2003	2004	2005	2006	2007
LCV	667,000	819,000	1,149,908	1,265,254	1,527,607	1,867,500
MHC & HCV	1,377,000	1,477,000	551,461	465,029	509,202	622,500
Total	2,044,000	2,296,000	1,701,369	1,730,283	2,036,809	2,490,000

Source: China Association of Automobile Manufacturers

Table 13 Commercial Vehicle Production in China from 2003-2008

	2003	2004	2005	2006	2007	2008
Light truck	1,871,111	961,608	1,085,285	1,130,222	1,431,311	1,094,097
Heavy truck	487,000	457,525	368,118	719,212	726,024	1,066,110
Bus & Coach	66,700	66,378	62,223	195,333	344,005	447,149
Total	2,424,811	1,485,511	1,515,626	2,044,767	2,501,340	2,607,356

Source: Organisation Internationale des Constructeurs d'Automobiles, China Association of Automobile Manufacturers

5.2 Marketing Strategy

As EFS is Business-to-Business Company, client projects are strictly confidential, so making publications out of our client projects is strictly forbidden. Around six years ago EFS started to conduct a series of self-financed internal studies/projects as a means to create know-how and to differentiate further from our competitors. This shift from traditional client projects to internal studies/projects is the key turning point for EFS to become innovative, because EFS focuses on innovative perspectives, approaches and solutions. Examples for successful studies are the study on car fronts (analyzing a car front with respect to different expressions of the human face) and parking study (designing parking assistant systems which support human brains), which EFS has already published in scientific papers (Human Nature). On top of these there are many other internal study projects, which are already finished. EFS has been published in various

media around the world, as well as China, including Chinese automotive magazines, websites, auto show forums, etc. Furthermore the CEO of EFS writes a column for the most famous B2B Chinese automotive business review magazine, in which every month he comments on the hottest topics in the automotive industry in China and around the world. This constant media presence is crucial for our business development in China, as it creates awareness for our company.

One more thing is critical in China: as a foreign company EFS has to be famous so that our Chinese clients will trust EFS. Famous in this context means reliability. Reliability in China is built on successful past projects. To acquire projects in China alone without a brand image has zero percent chance of success. In order to make business development in China in a short time and successfully, EFS will also cooperate with partners such as Magna China and EDAG China, as they are our long time partners in Europe and Japan already. Together with their brand image and brand name, it would be much easier to build trust with our target clients.

5.3 Pricing Strategy

EFS China will charge client projects by project days, every project would be different from each other depending on the project requirements, project size and project duration. In Europe we normally charge our clients based on man-days, but gradually we are facing difficulties with the flexibility of moving consultants and experts between projects. So we decided to adapt this scheme for China from man-days to project days, which do not state how many people will be locally present at each given day. This will also give us the opportunity to lower the price in the Chinese market without changing our current pricing scheme from Europe and Japan.

5.4 Promotional Strategy

Around 20 years ago EFS had projects only in the German automotive market, which EFS has developed its own expertise, methodologies and experience. In our contracts with clients it states that client information and project details are strictly confidential, therefore we could not make excellent brochures showing long client lists and project details when implementing our globalization strategy.

Approximately six years ago EFS established a special organizational department, which is called internal study department, which has mainly two vital missions:

- First, studies that are defined should be extension of current operating service scope by EFS with scientific and innovative approaches.
- Second, all internal studies are financed by EFS in order to make sure all results are neutral, which could be later on used as publications in magazines, newspapers, scientific journals, etc. as means of promotion strategy for EFS to address innovativeness within the automotive industry.

When EFS started to pay attention to the China automotive market in early 2007, we tried many promotion methods, such as attending China Automotive Blue Book Forum⁵ as industry experts, many publications in various media such as interviews by business magazines, monthly columns in China Business Review magazine, joining Beijing or Shanghai International Auto Show during the press days as industry experts, and the above mentioned most expensive and time consume EFS internal studies.

With our experiences with promotional strategy in China, Japan and Russia, the most important and effective promotional method are the EFS internal studies, which create opportunities to show clients the EFS expertise, methodologies, and experiences without revealing the confidential operating client projects. Furthermore, EFS internal studies are also vital resources for various publications and interviews.

After attending two times the Beijing International Auto Show and twice the Shanghai International Auto show since 2007 April, we experienced that attending Auto Shows is an important strategy to show our clients that EFS is operating internationally. However the press days normally last only for two days, and therefore the schedule of all top management and executives from OEMs is tight. The only opportunity for us is to shake hands with our existing German and Japanese clients and discuss briefly ongoing and future projects. There is not so much room for detailed discussion of project opportunities or any interesting EFS internal studies.

⁵ China Automotive Blue Book Forum is hosted by China Auto Business Review magazine, China Auto Consumers Report magazine and China Association of Automobile Manufacturers during Beijing or Shanghai International Auto Show, is one of the most important forum in China automotive industry.

Table 14 Promotional Strategy, Method Analysis

Method A	
Examples	China Automotive Blue Book Forum
Costs	8,000 RMB is approximately 904EURO ⁶
Impact on clients	<ul style="list-style-type: none"> • Strong impact • Direct through the forum audiences • Indirect through real time online news and later on printout news
Speed	Immediate

Method B	
Examples	Publications: <ul style="list-style-type: none"> • Interviews • Monthly columns
Costs	None ⁷
Impact on clients	<ul style="list-style-type: none"> • Strong impact • Direct through news or magazine readers • Indirect through search engine results and word-of-mouth
Speed	Neutral

Method C	
Examples	Beijing or Shanghai International Auto Show
Costs	None ⁸
Impact on clients	<ul style="list-style-type: none"> • Strong impact • Direct contacts with the top managements
Speed	Immediate

⁶ Exchange rate from Euro to RMB is 1: 8.8532 on 16:45 July 29, 2010. Exchange rate resources are from Bloomberg currencies.

⁷ EFS is not willing to pay for publications as advertisement.

⁸ EFS normally invited as industry experts during the press day of the auto show in China.

Method D	
Examples	EFS Internal Studies
Costs	Most expensive, depending on the type and size of studies. Normally it will take two persons full-time when the study starts.
Impact on clients	<ul style="list-style-type: none"> • Strong impact • Indirect through publications via online news or printout news
Speed	Slowest method because from defining an internal study to completion of the study takes least a year.

5.5 Sales for First 3 Years

Sales and profits projections are based on Europe and Japan projects experiences.

	2010	2011	2012
Sales			
Direct client	€ 30,000	€ 240,000	€ 300,000
Joint client	€ 30,000	€ 180,000	€ 180,000
Total	€ 60,000	€ 420,000	€ 480,000

6 Organizational Plan

Such a wide area of activities naturally requires highly versatile staff members. Thus, our success is based on the diversity of our associates who are experts in various disciplines such as engineering, natural and social sciences, business administration, etc. Although they differ significantly with regard to their educational and professional backgrounds, they all share common goals when it comes to expertly meeting customer requirements. Based on this structure, our organizational structure in China would be the same as in Europe – flat and open in order to achieve efficiency and flexible.

As the preference of the current situation the entrepreneur would like to have 100% ownership of EFS China, by setting up a branch office in Beijing directly. But never the less we conducted a detailed potential analysis considering the following three options:

Option 1: Joint venture with a Chinese partner

This is a very common practice for foreign companies to enter the Chinese market. If the joint venture should not just be a coalition of the willing but a close cooperation on working level it requires a long lead-time. Given EFS' cooperation history it is unlikely that a local partner can be found within a reasonable time frame.

Option 2: starting a new venture

From our previous experience due to EFS centralized structure, which concentrates all power in the hands of entrepreneur and co-owner, the company was very reluctant to open an overseas branch in Japan. When it finally got established there was already a positive cash flow from activities in Japan and thus the expenses to set-up an office could be justified. As a consequence of these experiences EFS will have an easier time to establish a new branch in China as a representative office.

Option 3: cooperate with an existing (non-Chinese) partner

Due to its excellent connections within the automotive industry EFS was able to carry out projects with Tier 1 suppliers and engineering companies. The nature of these projects is more technical oriented than the usual EFS project.

As these partners already suggested cooperation models for China to EFS, option 3 is by far the most advanced one in term of applicability. Except clear benefits such as financial risk, this would allow for positive cash flow from the beginning of operations.

6.1 Form of Ownership

The EFS entrepreneur will have 100% control over EFS China together with his co-owner.

6.2 The Management-Team

Clemens Wasner - Chief Representative China

At the early stage Mr. Clemens Wasner will be assigned as chief representative in China. He studied a combination of both Japanese studies and computer sciences, and holds a Bachelor's degree in Japanese studies. He started to work for EFS in September 2006 as a consultant in EFS Japan. He has an entrepreneurial mindset and motivation, following this in 2008 April he initiated the founding of EFS Japan branch office and successfully took care of all regulatory and legal issues which arose.

6.3 Roles and Responsibilities of Management Team

Clemens Wasner as chief representative China has the responsibilities:

- Hiring new employees
- Dealing with all legal and tax affairs
- Selecting and renting the office space
- Able to procure on behalf of EFS
- Reporting directly to CEO of EFS Headquarter
- Targeting clients
- Project management
- Contract negotiation with clients
- Employee guideline
- Employee training design and training

Ting Wasner Lian as the head of Business development has the responsibilities:

- Defining target clients
- Planning and implementing acquisition strategies
- Planning and implementing promotional strategies
- Coordinating with international business development team within EFS
- Strategic partnership cooperation within China and internationally
- Maintaining client relationships
- Public relations and business networking

6.4 Organizational Structure

The future organizational structure of EFS China would be:



7 Assessment of Risk

7.1 Evaluate Weaknesses of Business

EFS is a consulting firm based on human capital. While expanding to a high potential market like China could be EFS' long term strategy and driver for sustainability, meanwhile it is also very important to understand the potential risks.

There are two aspects of weaknesses divided by internal and external, as below:

Table 15 Risk Assessment

Internal	External
Core-business based on few persons	Consulting as an unstable business
Stop innovativeness	Continuity problems
Services are highly specialized, we can't hire this know-how on the job market but instead we have to teach it to new employees, which takes long time to train	Highly political from OEMs perspective: <ul style="list-style-type: none"> • R&D opponent or uncooperative • Change of executive has direct impact and influence on relation of EFS with OEMs in the future
Retaining new employees. For example, the new employee joined the project that are not suit for EFS culture might leave after few months	Strategy shift from OEMs towards in-house consulting, for instance BMW
Key players leaving, therefore losing competences, projects or in the worst-case clients	Interaction of client's project team with EFS. E.g. if the project team is poorly staffed or incompetent there is a high risk that the project has a negative impact on EFS client relations
Unexpected and excessive cost increases	Crisis, for instance, bankruptcy of OEMs
Difficulties lead to longer time in searching for personnel	Overly aggressive and debilitating actions by competitors

8 Financial Plan

EFS' CEO Truls Thorstensen will invest EUR 110,000 at the beginning to start-up the China business of EFS. At the beginning, the expenses will be only start-up expenses. Investment in HR will be one of the main investments but at the beginning it would be only two people based in China, and in the future, it would depend on the size and projects of the company in China.

8.1 Pro Forma Income Statement

Table 16 Pro Forma income Statement, First Year by Month (EURO)

	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total
sales								€ 30.000	€ 30.000	€ 60.000
operating expenses										
salaries	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 90.000
rent	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 10.800
utilities	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 1.800
sales expenses	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 18.000
insurance	€ 500	€ 500	€ 500	€ 500	€ 500	€ 500	€ 500	€ 500	€ 500	€ 4.500
payroll taxes	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 18.000
office expenses	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 1.800
total operating expens	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 144.900
gross profit	(€ 16.100)	(€ 16.100)	(€ 16.100)	(€ 16.100)	(€ 16.100)	(€ 16.100)	(€ 16.100)	€ 13.900	€ 13.900	(€ 84.900)

Table 17 Pro Forma Income Statement, Three-Year Summary (EURO)

	2010	2011	2012
sales	€ 60.000	€ 420.000	€ 480.000
operating expenses			
salaries	€ 90.000	€ 141.000	€ 162.000
rent	€ 10.800	€ 14.400	€ 14.400
utilities	€ 1.800	€ 2.400	€ 2.400
sales expenses	€ 18.000	€ 24.000	€ 24.000
insurance	€ 4.500	€ 6.000	€ 6.000
payroll taxes	€ 18.000	€ 28.200	€ 32.400
office expenses	€ 1.800	€ 2.400	€ 2.400
total operating expens	€ 144.900	€ 218.400	€ 243.600
gross profit	(€ 84.900)	€ 201.600	€ 236.400

8.2 Pro Forma Cash Flow Statement

Table 18 Pro Forma Cash Flow, First Year by Month (EURO)

	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
sales								€ 30.000	€ 30.000
equipment purchase								€ 20.000	
salaries	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000	€ 10.000
rent	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200	€ 1.200
utilities	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200
sales expenses	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000
insurance	€ 500	€ 500	€ 500	€ 500	€ 500	€ 500	€ 500	€ 500	€ 500
payroll taxes	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000	€ 2.000
office expenses	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200	€ 200
total disbursements	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 16.100	€ 36.100	€ 16.100
cash flow	(€ 16.100)	(€ 16.100)	(€ 16.100)	(€ 16.100)	(€ 16.100)	(€ 16.100)	(€ 16.100)	(€ 6.100)	€ 13.900
beginning balance	€ 110.000	€ 93.900	€ 77.800	€ 61.700	€ 45.600	€ 29.500	€ 13.400	(€ 2.700)	(€ 8.800)
ending balance	€ 93.900	€ 77.800	€ 61.700	€ 45.600	€ 29.500	€ 13.400	(€ 2.700)	(€ 8.800)	€ 5.100

Table 19 Pro Forma Cash Flow, Three-Year Summary (EURO)

	2010	2011	2012
sales	€ 60.000	€ 420.000	€ 480.000
equipment purchase	€ 20.000	€ 120.000	€ 120.000
salaries	€ 90.000	€ 141.000	€ 162.000
rent	€ 10.800	€ 14.400	€ 14.400
utilities	€ 1.800	€ 2.400	€ 2.400
sales expenses	€ 18.000	€ 24.000	€ 24.000
insurance	€ 4.500	€ 6.000	€ 6.000
payroll taxes	€ 18.000	€ 28.200	€ 32.400
office expenses	€ 1.800	€ 2.400	€ 2.400
total disbursements	€ 164.900	€ 338.400	€ 363.600
cash flow	(€ 104.900)	€ 81.600	€ 116.400
beginning balance	€ 110.000	€ 5.100	€ 86.700
ending balance	€ 5.100	€ 86.700	€ 203.100

8.3 Pro Forma Balance Sheet

Table 20 Pro Forma Balance Sheet, end of First year (EURO)

Assets		
Current assets		
cash	€ 5.100	
accounts receivable	€ 18.800	
total current assets		€ 23.900
fixed assets		
equipment	€ 20.000	
less depreciation	€ 4.000	
total fixed assets		€ 16.000
total assets		€ 39.900
Liabilities and owner's equity		
current liabilities		
accounts payable	€ 14.800	
total liabilities		€ 14.800
owner's equity		
Truls Thorstensen	€ 110.000	
Retained earnings	(€ 84.900)	
Total owner's equity		€ 25.100
Total liabilities and owner's equity		€ 39.900

9 Appendix

Example publication of EFS internal studies in China Auto Business Review

有档次感的产品售价高于其功能价值 Parameters of premium perception

感知的通常角度 General perception parameters

创新 Innovativeness

个性 Character

舒适 Comfort

感知价值 Perceived value

简约 Leanness

驾驶吸引力 Inviting to drive

安全可靠 Safety & Security

实用性 Usability

精确度和完整度 Fit & Finish

形状 Shapes

操控感 Operating feel

光线明暗 Light & Illumination

材料感觉 Appearance of materials

触摸感 Touch & Feel

风整体一致性 Overall consistency

欧洲市场更为强调的档次感特征
Culture specific premium characteristics: European market

个性 Character	复杂性 Complexity	传统 Heritage	材料 Materials	组装 Implementation
				
<ul style="list-style-type: none"> 单一产品的个性及其独一无二性 Personality and uniqueness of single products 	<ul style="list-style-type: none"> 关注本质 Focused on essentials 整洁、安排妥帖 Tidy and well arranged 可感知的车辆自重 Felt light weight 简单 Simple 	<ul style="list-style-type: none"> 设计的家族特征 "Family" character in design properties 与产品血统或者历史有关的因素 Selective reference to product origin/history 	<ul style="list-style-type: none"> 真材实料 Authenticity 看与摸的一致性 Consistency between look and touch 触摸的愉悦 Pleasant touch and feel 	<ul style="list-style-type: none"> 精工制作 Elaborate styling 关注细节 Attention to details 精确 Precision

研究框架：从专家角度对汽车的诊断 Study design: An experts' car clinic

10位来自不同领域的欧洲专家 10 European experts from various fields

内饰感知 Interior Perception:

- 市场营销 Marketing & Sales
- 行为科学 Behavioral science
- 社会学 Sociology

成本 Costs:

- 成本计划 Cost planning
- 采购 Purchasing
- 制造 Production

内饰开发 Interior development

内饰造型 Interior styling

14款具有代表性的中级尺寸汽车 14 mid size segment vehicles with basic configuration (not available for some vehicles)

<ul style="list-style-type: none"> 奥迪A4 (Audi A4) 宝马3系 (BMW 3-series) 华晨尊驰 (Brilliance BS6) 雪铁龙C5 (Citroen C5) 本田雅阁 (Honda Accord) 	<ul style="list-style-type: none"> 现代索纳塔 (Hyundai Sonata) 雷克萨斯IS (Lexus IS) 马自达6 (Mazda 6) 奔驰C级 (Mercedes C-class) 欧宝Insignia (Opel Insignia) 	<ul style="list-style-type: none"> 斯柯达超级 (Skoda Superb) 斯巴鲁力狮 (Subaru Legacy) 丰田Avenis (Toyota Avenis) 大众帕萨特 (VW Passat)
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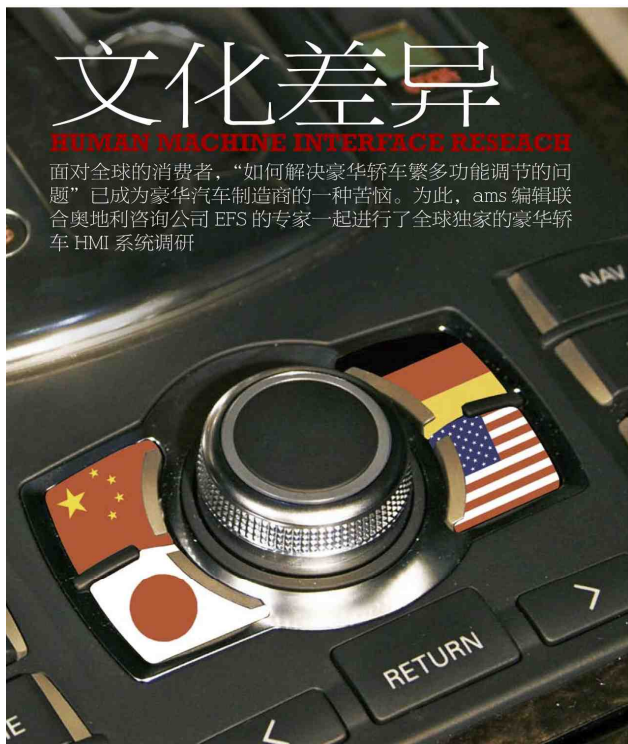
内饰评价程序 Interior evaluation procedure

<p>手册 Brochures</p> <ul style="list-style-type: none"> 对使用手册的感知 Perception based on brochures 	<p>展厅 Show room</p> <ul style="list-style-type: none"> 首次和整体感知 First and overall perception 内饰部件感知 Perception of components 部件成本评估 Costs of components 	<p>试驾 Test drive</p> <ul style="list-style-type: none"> 在驾驶中感受 Perception while driving
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汽车商业评论 2009.07 91

Example publication on Human Machine Interface Reach on Auto Motor and Sport (China)

调研 RESEARCH



文化差异

HUMAN MACHINE INTERFACE RESEARCH

面对全球的消费者，“如何解决豪华轿车繁多功能调节的问题”已成为豪华汽车制造商的一种苦恼。为此，ams 编辑联合奥地利咨询公司 EFS 的专家一起进行了全球独家的豪华轿车 HMI 系统调研

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这项调研涉及奥迪 A8、奔驰 S 级、BMW 7 系和雷克萨斯 LS460 四款车型，接受调查的人群是 40 名职业司机，他们分别来自北京、东京、斯图加特、慕尼黑、洛杉矶 5 个城市。

所谓的 HMI，其英文全称是“Human Machine Interface”，俗称“人机交互界面”，这个术语描述的内容便是人们需要面对的机器控制元件组成的控制界面。它是人机交流的桥梁。随着技术的不断进步，我们所接触到的车内 HMI 已经不再限于机械层面，而出现了越来越多的电脑软件界面。



01 美国洛杉矶的司机认为排在前三位的雷克萨斯、奔驰、奥迪都不错

像豪华轿车这样追求功能全面的产品，各项功能的控制如果都独立存在，操作者势必面对巨大的操作数据，让人难以接受，于是豪华汽车制造商绞尽脑汁让一些相关的功能整合在一起控制，但是现如今问题依然存在。德国人说“触摸屏上的手指印太讨厌了”，而日本人则希望“最好操作的按钮不要太多”。面对全球的消费者，文化差异使得各地人们对 HMI 的要求都不尽相同，我们此次联合 EFS 做的调研正是为了分析现已存在的人机操作界面的优缺点，进而寻找出消费者所普遍喜欢的人机操作界面。

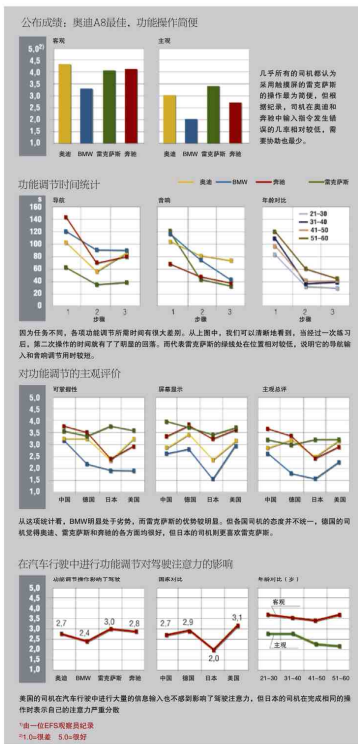
我们把所有的调查数据整理好后，就能从数据中明显看出各地的文化差异。日本人认为，雷克萨斯的各种功能操作起来最简便，但中国和德国的司机则认为奔驰的 Command 系统优于雷克萨斯的触摸屏和奥迪的 MMI 系统。他们争论的焦点主要集中在雷克萨斯的触摸屏控制上，德国人更倾向于类似 Command 屏在屏幕位置高，控制按钮设置在手边，这样在开车时，驾驶员的视线在车外和显示屏之间切换不易分散注意力；而日本人从青年时就熟悉触摸屏的操作，触摸屏对他们来说更简单易用，美国人认为前三位的应该是雷克萨斯、奔驰、奥迪，他们之间的差距不大。



02 雷克萨斯的 Command 系统整合程度很高，人机操作界面按钮较少，整体简洁大方，各项功能控制基本一目了然，易用性高
03 BMW 7 系列的 i-Drive 系统可以说将所有中央控制系统的屏制，在整个车辆的内饰，人们这种最易交互界面数据较多
04 中国中德奥迪采用奔驰 Command 系统能媲美奔驰的 MMI 系统，使用效果并不十分令人满意，但在客观的调查中名列前茅
05 奔驰触摸屏的雷克萨斯司机非常满意的最好评价，但实际的调查显示它并不如奔驰那么具有优势，它引起了人们对触摸屏控制的控制的关注

新版中德司机汽车

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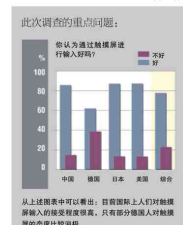
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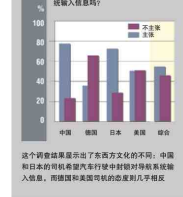
01 德国斯图加特的司机认为奔驰的 Command 系统优于雷克萨斯的触摸屏和奥迪的 MMI 系统
02 日本人更倾向技术上的触摸屏，必须承认他们不喜欢在开车时调节车功能

型中相对复杂的奥迪 MMI 系统在功能操作时反而错误最少，需要的协助也最少，得分最高。而被司机普遍看好的雷克萨斯 LS460 虽然在数据输入时问题最少，但并非是最受欢迎的最后赢家，它甚至位居奔驰之后，名列第三。

测试结果表明，无论在何种文化背景下，人们对一个系统操作熟悉程度都是逐步提高的，在绝大多数情况下，通过几次功能测试的练习，大部分司机都能应付一些相对复杂的操作，但这个过程在不同车型中实现起来却有很大区别，另外，不同年龄的司机实现这个过程也各有不同。



从上述图表中可以看出：目前国际上人们对触摸屏输入的感受程度很高，只有部分德国人对触摸屏的便捷性评价较低

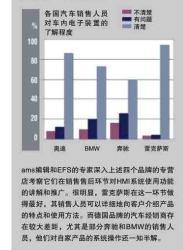


这个调查结果显示出了东西方文化的不同：中国和日本的司机在开车时更倾向于对导航系统输入数据，而德国和美国司机则更倾向于不输入数据



新版中德司机汽车

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ams 编辑和 EFS 的专家深入上述四个品牌的专营店考察他们在销售环节中 HMI 系统使用功能的讲解和推广。结果显示，销售人员在这一环节中表现良好，其销售人员可以详细地向客户介绍产品的特点和操作方法。而德国品牌的汽车经销商存在较大问题，尤其是部分奔驰和 BMW 的销售人员，他们对产品的讲解非常单一、简单。



雷露生 Thorsten Truls
EFS 总裁兼 CEO

ams: 我们很想知道此次调查的最大意义是什么?

Truls: 确切地说, 由于全球市场的文化差异, 消费者对人机操作界面的要求不尽相同, 汽车制造商感到相当困惑。究竟大多数消费偏向于像 BMW 的 i-Drive 那样采用中央集成控制系统, 还

是像雷克萨斯那样采用触摸屏系统, 还是存在另外一种途径。我们的调查就是为了解决此类问题。当然调查中也包含了很多细项, 比如消费者是否更愿意把空调系统分开单独控制等等, 对人机操作界面的相关细节也做出了有效的评估。

ams: 调查是如何进行的?

Truls: 调查分为两部分, 第一部分主要针对使用者, 调查在全球 5 个城市进行, 每个城市都有 8 位专职司机参与调查, 测试四款豪华轿车的导航、空调、音响以及行车电脑等 6 个功能调节的易用程度。测试分为两步, 分别为首次操作、第二次操作、行驶中操作和总体评价, 前三项测试的内容完全相同, EFS 观察员给司机操作指令, 记录司机完成此项操作的时间, 同时记录操作过程有无遇到困难, 有没有给与提示等等。第二部分主要针对厂家, 内容为评估上述 5 个城市中 70 家经销商在销售环节上对各自 HMI 系统功能的讲解和介绍工作。

ams: 为何选择北京、东京、斯图加特、慕尼黑、洛杉矶这 5 个城市作为调查地?

Truls: 主要是为了了解人机操作界面的地域性问题。这里的东京、斯图加特、慕尼黑、洛杉矶都是已经具备成熟的庞大汽车市场的城市, 他们基本能代表欧洲、日本及美国的用车习惯, 而北京的汽车销量在中国名列前茅, 它基本代表了中国汽车的发展方向。这 5 个城市基本涵盖了全球几块最大的汽车市场, 掌握这些市场的消费者偏好, 基本就把握好了全球市场的趋势。

ams: 接受调查的司机如何选择? 你们关注的都是哪些问题?

Truls: 很简单, 我们关注现有车辆的人机操作界面是否好用, 是否易于易用。此次的调查, 我们在全球范围内招募了 40 名职业司机, 他们熟知豪华轿车的用车环境, 而且至少对一辆车相对熟

悉, 让他们去操作一辆从未接触过的车型时, 我们就可以得到哪辆车的车机操作界面最容易被接受。

ams: 在这四款车中, 只有雷克萨斯采用触摸屏的人机操作界面, 对它的总体评价如何?

Truls: 触摸屏是解决人机操作界面的一种方案, 通过触摸可以让各种操作一目了然, 对于初次接触的消费者来说都十分愿意接受。但其他的功能, 比如被德国汽车厂家普遍选用的中央控制操作界面的好处也十分明显, 所以到目前为止还很难判断触摸屏是否会在不久的将来大行其道, 或许还会出现触摸屏和中央控制相结合的人机操作界面。

ams: 哪个系统是人们最喜欢的?

Truls: 调查刚开始时, 几乎所有的司机都认为雷克萨斯的触摸屏是操作最简便的, EFS 调查员的记录确实也证明了这点。但当调查步骤的不断深入, 其他操作系统的得分开始赶上来, 特别进行到第三步要在行进中操作时, 德国的几个竞争对手逐渐赶上并超过雷克萨斯。从司机的主观态度上来看, 他们普遍偏向于雷克萨斯, 但实际的测试中奥迪和奔驰的得分较高, 所以一定要分出哪个系统是人们最喜欢的, 让人十分为难。毕竟操作界面不像 ABS、ESP 那样可以直接用效果和成绩评价, 而操作界面是个很主观的事物, 面对各样的界面, 消费者应该是有所偏好的。



01 应该是谁胜出呢? EFS 调查员和中国的司机们正在讨论他们各自的感受
02 EFS 调查员需要向司机详细讲解调查流程并告知驾驶操作和测试中可能发生的设备操作等内容
03 中国的司机对车内的各项功能的了解程度并不深, 他们普遍觉得雷克萨斯的系统最为好用

除对这 40 名职业司机操作系统的调查外, ams 编辑和 EFS 的专家还深入上述四个品牌的专营店考察它们在销售售后环节对 HMI 系统使用功能的讲解和推广。

雷克萨斯在推出 LS460 时, 其经销商已经接受了关于触摸屏和 Mark Levinson 音响系统的相关培训, 他们可以详细地向客户介绍产品的特点和用法。而德国品牌的汽车经销商存在较大差距, 尤其是部分奔驰和 BMW 的销售人员, 他们对自家产品的系统操作一无所知, 如果他们缺乏相关的知识, 那他们如何教会消费者使用呢?

调查活动得到了一个重要的结论: 人们喜欢哪种系统, 在很大程度上受习惯和文化的影响, 随着时间的推移, 人们的这种偏好是可能发生改变的。至于各种系统对交通安全的作用如何, 只靠个人感觉的调查很难得出科学的结论。因此, 我们今后的调查将更侧重于采用客观的测试方法, 以便达到更严谨的评价报告。

撰文 / 俞奇 摄影 / ams, EFS

EFS 简介

EFS 是一家独立的着眼于未来汽车制造技术和市场的服务性企业, 总部位于奥地利维也纳, 在欧洲、美国及亚洲执行项目。EFS 在 20 多年前成立时主要服务范围是技术战略领域, 20 多年来得到了客户的不断支持, 公司伴随着市场变化的挑战不断地扩张。现在 EFS 协助汽车制造企业发展其汽车产品并且进行产品的定位, 以全方面的技术与经济的结合来探寻未来市场趋势。基于 EFS 全方面的研究需要, 它的员工来自于各个领域, 例如 工程、自然、行为科学和商业管理。



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汽车商业评论[®]

AUTO BUSINESS REVIEW

中国汽车的意见领袖



| 全球视野 TRULS THORSTENSEN ON AUTO WORLD |

重新思考平台战略

更新现有的平台战略认识，然后你至少需要经历一个平台的三代更替，才可以充分认识和利用一个完美平台形成的各种因素

全世界都知道了平台战略的好处，无论是菲亚特控制克莱斯勒还是身了的新通用汽车，都在沿着这条道路前进。即使是当今旗下品牌最多的汽车集团——大众汽车，也是这方面的行家里手。

但是对于平台战略，却还是有許多值得思考的地方。根据传统汽车平台战略 (platform strategy) 的定义，它只包括底盘和动力传动系统。而现代平台战略 (modern platform strategy) 将传统的定义进行了扩展，它包括一切共用部分，例如座椅结构，发动机和零部件等等。

如此定义现代汽车的平台战略有许多理由，我想在这里列出主要的五个核心要点。

1. 它能够节省开发资源。这样不必每次都重头开始。
2. 降低每款车的开发和测试的时间，从而使每辆车的投资降到最低（越低就越有可能开发更多车型）。
3. 缩短产品上市时间。如果在现有技术基础上建立新的车辆，产品上市的时间就相当快。
4. 质量确保。改变运行中的系统总比从头开始容易得多。
5. 规模经济。

中国的汽车制造商已经非常了解汽车平台战略的优势以及其带来的好处，并通过平台战略与其它汽车制造商合作。但在一些企业的平台战略实施中，也出现了过分强调资源共享而导致的品牌混淆、车型缺乏变化的问题。



雷耀生
奥地利EFS汽车咨询公司总裁

传统汽车平台战略 (platform strategy) 的定义只包括底盘和动力传动系统。而现代平台战略 (modern platform strategy) 将传统的定义进行了扩展，它包括一切共用部分，例如座椅结构，发动机和零部件等等。我们要创造出在平台/模块/零部件一致基础上的多样性共享平台战略方案。这将是未来取胜的关键

这里我想提出几条建议，当您规划一个现代平台战略的时候必须考虑以下四个方面的因素：

1. 产品战略。

2. 品牌定位，这需要在规划平台战略一开始就定位好了的。

3. 通常，汽车制造商在开始是不会知道将来需要什么样的车型变化。但是如果您没有展望未来消费者的需求，极有可能您的平台无法满足未来的变化。

4. 如果想成为未来的大型汽车制造商，就必须规划自己的平台战略。我想，你至少需要经历三代平台，然后才可以充分认识和利用一个完美平台形成的各种因素（包括零部件战略）。

美国通用汽车是一个很好的例子。这家公司开始平台战略太晚，导致他们平台战略不一致。中国汽车制造商不应该等到需要平台战略的时候才去开发，那样的话会造成太迟获得技术秘诀，所以最好现在就开始设计平台战略。

这样，中国的汽车制造商将在共享同一平台的基础上，不仅能够通过品牌定位来区分彼此，而且还可以进入新的细分市场，从而使自己免于价格战的烦恼，而价格战正是这些汽车公司正在面临的问题。

竞争的激烈和资源的节省将导致将来汽车制造商之间的合作更加密切。可以设想的是，将来不会是每个汽车制造商都拥有着自己的车型平台，而是大家更多的共享平台。这些共享的平台要么在自己的集团内部寻找，要么在与其他公司的合作中寻找。

总之，我们要创造出在平台/模块/零部件一致基础上的多样性共享平台战略方案。这将是未来取胜的关键。▲

Sample of EFS China Company Introduction:

奥地利EFS汽车企业咨询有限公司

简介

Truls Thorstensen 雷霆生
总裁 & CEO
EFS Unternehmensberatung GmbH, Vienna

EFS

概要

1. 关于我们
2. 咨询服务
3. 内部研究项目
4. 新闻中心
5. 典型项目的例子其主要的调查结果

EFS

关于我们

企业简介

EFS是一家独立地着眼于未来汽车工业技术和市场的行业服务性企业。

EFS已成立20多年，伴随着市场变化的挑战不断地扩大。现在我们协助汽车制造企业策划并开发汽车产品，并进行产品定位，结合技术与经济来探寻未来市场趋势。

我们的队伍包括来自于各个领域的人才，例如：工程学、自然科学、社会科学以及工商管理。我们的成功正是基于跨学科的交叉与结合，以多元性的知识为客户提供最佳方案。

EFS在这20多年来持续不断地得到客户的支持。CEO兼总裁雷霆生（Truls Thorstensen）先生在汽车领域叱咤20多年，以他为首的EFS公司团队为各大汽车公司服务至今，而且团队日渐壮大，日趋国际化。

EFS的总部位于奥地利维也纳，在日本东京设有分公司，业务范围遍布欧洲、美国和亚洲，目前在这些区域均有合作项目。

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关于我们

企业历史

EFS公司的创始人是当年波士顿咨询公司的三位成员。在经过十余年的传统咨询业务经营（战略、组织等等）后，EFS公司由今天的伙伴接过来，并且进入到研究和开发的业务领域。

仅两年后，公司年营业额的90%都来自于研究与开发领域项目。取得这一成功的动力来自于EFS团队的丰富经验和创造力。EFS团队在为客户开发新型服务项目中投入了大量的时间和精力。

此外，EFS工作人员结构，以及内部深造和进修计划都随时进行着调整，以适合我们的产品项目。同时我们维持了在全球范围内其它顾问公司及大学的战略伙伴关系。

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产品/市场定位阶段

设计

- 确定产品性能 (Property Profiler™)
- 同时发展传播战略

评估 (Preclinic, Clinic)

- 目标群进行设计特征评估
- 目标群进行产品特征评估

概念开发阶段

造型/准备/评估

- 造型并评估产品结构和生产结构(MFDTM)
- 选择适合技术, 比较各种研发概念
- 定义产品开发核心任务
- 基于已定义的产品性能之上详细设计产品技术规格 (详细设计需求说明书)
- 确定目标成本: 材料、工具以及开发费用 (MPMTM-COST)
- 确定产品变体/共用目标 (MPMTM-VAR)
- 产量和生产计划 (Volumizer)

系列开发阶段

准备/评估

- 造型和变革管理
- 产品变体管理 (MPM VAR)
- 产品性能管理(重量,等)
- 目标成本追踪 (材料、工具和开发等成本) (MPM COST)
- 调和设计规格
- 向供应商制定订单 (安排日程、确定数据)
- 对原型进行测试规划 (MPM VEH - 变体/车辆分配)

生产/物流阶段

造型/评估

对产品的影响

- 物流部门对研发过程的影响
- 产品性能追踪确保产品设计达到物流要求

EFS价值链绘制/EFS价值链分析

- 针对新产品开发与过程进行物流过程的开发与评估—对其它可选择对象进行定量和定性评估

珍珠链过程

- 定性分析零部件和工厂的合适性,并定量分析供应商,车辆制造商和市场

优化垂直生产线:

- 研究分析新型号的必备性能推导战略策略

项目与过程管理

项目摘要

- 突出产品性能的产品开发和项目管理
- 利用不同方法进行目标成本运算
- 连续性的产品成本预算规划
- 软件和控制设备的类型管理和变革管理
- 产品开发过程中对未来CAx的采用
- 开发产品线过程中针对核心产品开发的战略
- 制定未来研发测试需求战略(全部/内部/外部)
- 设计整车的过程
- 针对模块式平台的企业组织结构重组
- 为并购后的企业重新定位研发部门

项目举例

汽车自适应巡航控制系统—各文化背景对其接受程度调查

许多汽车制造商在其高档品牌汽车，以及其它档次汽车提供ACC（自适应巡航控制）系统，此系统不断测量与前车之间的距离，并且通过行车电脑控制刹车和油门，来支持驾驶员始终与前车保持一定安全距离

客户在订货过程中修改弹性 — 受客户要求的一项调研

客户在订货过程中修改弹性举例说明了在车辆进入投产前，客户在签订购车合同后改变车辆的配置的可能性

回顾车辆结构

车辆的结构在不断发展，并且在发展中不断地改良其结构，因此使其结构不断发散发展。同时我们可以设想，车辆的结构是汽车消费者对于车辆理解的决定性因素，同时也是评估车辆在销售市场上成功与否的决定性因素

内部研究项目

项目举例

车前脸：人们把车前脸看作成人脸—对汽车产业的影响

进化心理学研究人类对行为和喜好的普遍认识。对人脸的认识联系着超越了简单的面部识别的结合（年龄、情绪、性格）

视觉思考和熟练泊车

泊车辅助系统被广泛的应用在车辆当中，以供驾驶员在泊车的过程中得到听觉和视觉帮助支持。其中视觉系统要求专门的视觉思考能力，有了这种能力才能通过显示的信息帮助其泊车操作。我们可以假定视觉辅助在某一子任务单元下是有不同的

HMI — 现代娱乐信息系统

在过去几年我们能看见汽车内部设备在大幅的增加着其功能性，例如：汽车导航、娱乐、通信、信息、空调、以及其它设备。因此，在驾驶安全和舒适的前提下选择一个合适的显示及操作模式成为一个重要问题

车内饰的理解：确定车内饰在普遍以及特定文化背景下决定的舒适度因素

机动行为的趋势以及运输情况的发展，预示着未来汽车驾驶者和乘客将在汽车里消磨更长的时间

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内部研究项目

项目举例

开篷汽车：未来开篷汽车的概念

背景 注册开篷汽车的数字在逐年增长，各地区开篷汽车的方展也出现了多样化。因此，我们会问

珍珠链 — 一项全景欧洲基准研究

这项全景欧洲基准研究主要是涉及到一个汽车制造企业物流部门的控制概念即珍珠链。用以探究OEM、供应商和客户之间的最佳的相互作用，从而达到精益制程。珍珠链形象的表明了一个确定的顺序、生产程序，首先是计划编制，其包括整个生产过程一直到整车的完成

汽车内饰档次感和内饰部件成本的基准研究

汽车内饰设计对汽车品牌和产品定位发挥着至关重要的作用。此外，执行车内饰设计高档次战略显然对车辆销售有着积极的影响，特别是车内饰被感知为高档次品牌的汽车，这已经可以通过西欧在2003年至08年所增加的市场份额得以证实

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新闻

欢迎浏览EFS新闻，为您提供最新的新闻与信息。

- 德国著名汽车杂志Auto, Motor und Sport (18/132, 18/134)
- 车评•汽车博览杂志(第29期2007年10月)
- 汽车商业评论多次发表项目(2007年11月开始)
- 连续三届为“中国汽车蓝皮书论坛”会议讲演嘉宾(2008,2009,2010)
- Springer出版社Human Nature人与自然杂志关于车前脸的学术发表(2008年12月)
- 关于未来智能汽车特邀专访(2009年6月)
- 南方周末特邀采访(2009年8月)
- 汽车商业评论,雷霆生评论专栏 (2009年7月刊开始)
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典型项目

市场项目介绍

- 市场研究和市场情况创造以及评估
定性和定量市场研究项目（案头研究，现场数据采集，早期价值管理）和创造未来市场情况。
- 产品基准研究
车内饰基准研究，分析来自全球的汽车制造商关于价值观和成本定位
- 产品细分
全线卡车制造商的整个投资组合的产品细分
- 框架规格
创建一个产品框架规格，从市场，技术，制造，售后，质量管理和经济的角度包括项目经济可行性计算
- 结构和产品性能管理
车辆的结构装载和产品性能管理

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工程项目介绍

- 共用性和平台战略
设计并执行一个共用性战略，轻型，中型，重型的内部品牌和内部品牌平台，实现一次性和材料成本效益，通过研发，采购和生产捆绑。
- 降低成本 / 重量
在整个产品开发的过程中伴随的成本 / 重量削减的项目
- 建立原型
为国际市场新开发的卡车系列驾驶室和车前脸加工并建立原型。
- 开发和生产工程
车辆定义，概念，设计，白车身的发展，悬挂部分，内饰与外饰，车辆一体化的驾驶室和底盘。
- 产业化支持
白车身和悬挂部分的概念，物流概念和最终生产线的估价申请书。

Sample of Management Resume:**Clemens Wasner****EDUCATION**

University of Vienna **M.A. in Japanese Studies** *2008-present*

Research interest: development of Japanese and East-Asian mindsets

University of Vienna **B.A. in Japanese Studies – major** *2003-2006*

Emphasis in Japanese language, economy and society

Research interest: Differences in cognition between East Asia and western countries

Technical University of Vienna **Computer Science - minor** *2000-2006*

Emphasis in User Interface Design, Multimedia, Web2.0

Research Interest: User Interface Design in Asia

Higher Technical School **Technical Computer Science** *1994-1999*

Specialization: Telecommunication and technical informatics

PROFESSIONAL EXPERIENCE

Branch Manager **EFS Business Consulting** Tokyo, Beijing, Vienna

- Chief representative to the Japanese and Asian market *03/2008 - present*
- Successfully established EFS Business Consulting in Japan (in charge of legal, tax, HR)
- Led contract negotiations with clients and acquired projects worth more than € 2.500.000
- Planned and successfully executed EFS' communication strategy for Japan, China and Russia; Positioned EFS through the publication of our own studies in leading Japanese and Chinese automotive magazines.
- Strategy consulting and project management for a light duty truck project of Japan's largest commercial vehicle maker:
 - Identified development and funding risks and ways to mitigate those risks
 - Optimized portfolio and production ramp-up
 - Planned cost and weight reduction strategy for our client
- Initiated and supervised a cooperation model with a large engineering company, with the aim to raise our service portfolio. Successfully acquired projects with this strategy (light-weight technology, engineering excellence improvement)

Senior Consultant **EFS Business Consulting** Tokyo, Vienna

- Conducting in-depth Value Chain Analysis *09/2006 – 02/2008* for a Japanese truck maker; identified savings of 15% with very low implementation risk
- Leading Project Manager for an intra-corporation technical requirements project

Strategy planning **T-Mobile International** Vienna

- Analyzed existing customer data to improve marketing measures 08/2003 – 08/2006
- Strategy planning and budget allocation for the mobile content division; 30% annual revenue and sustainable customer increase over a period of 3 years
- Processing of top level management reports in conjunction with vice-presidents; monthly presentation to country and international management

Game Designer and Conceptor Greentube Entertainment Vienna
 • Concept, level and AI design for an Online Game 08/2002 – 12/2002
 • Project Management and task allocation for a team of 15 members

EXTRACURRICULAR ACTIVITIES

University of Vienna Technical Advisor 03/2006-07/2006
 • Authoring multimedia DVDs for the Institute for East Asian Studies
 • Design and implementation of a database driven, multilingual homepage; presentation of the project at an international symposium

Vienna University of Technology Study assistant and Tutor 10/2002 - 01/2005
 • Giving lectures on User Interface Design at the Institute for Software Design
 • Preparation of lectures and practical assessments

INTERNSHIPS

R&D Trainee Motorola China, Beijing 08/2004 - 09/2004
 • Planning and execution of 3G Network testing in collaboration with China Unicom
 • Processing of test data and generating reports for China Unicom and Motorola International

IT Intern Austrian Institute for SME Research, Vienna 07/2001 - 09/2001

IT Intern Telekom Austria, Klagenfurt 07/1999 - 09/1999

IT Intern Philips Austria, Klagenfurt 07/1999 - 09/1999

FURTHER LANGUAGE EDUCATION AND TRAININGS

Business Japanese Training Japanese Lunch - Executive Japanese Language School, Tokyo

Intensive Japanese Training Meguro Language Center, Tokyo

Intensive Mandarin Training 2 months intensive training at the College of Intensive Chinese Studies, Beijing Language University (BLCU)

Chinese Studies successful completion of first year of undergraduate study University of Vienna

LANGUAGE SKILLS

German native
 English business level
 Japanese fluent conversation
 Chinese basic knowledge

REFERENCES

Available upon further request