

Volvo & The Polestar Series

Integration or Separation?

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Setting the scene



Håkan Samuelsson
CEO of Volvo Car Group

“I don’t feel intimidated
but rather **excited and
optimistic about
Volvo’s future**”



Background Volvo &
EV Market



Case Discussion



Actual Management Decision



Summary & Reflection

Volvo - Long Lasting, Swedish Roots



- **Swedish** car brand with worldwide presence
- Roots go back to **1927**
- In 2010, Volvo Cars was acquired by **Zhejiang Geely Holding Group, China**

Background Volvo & EV Market



Case Discussion

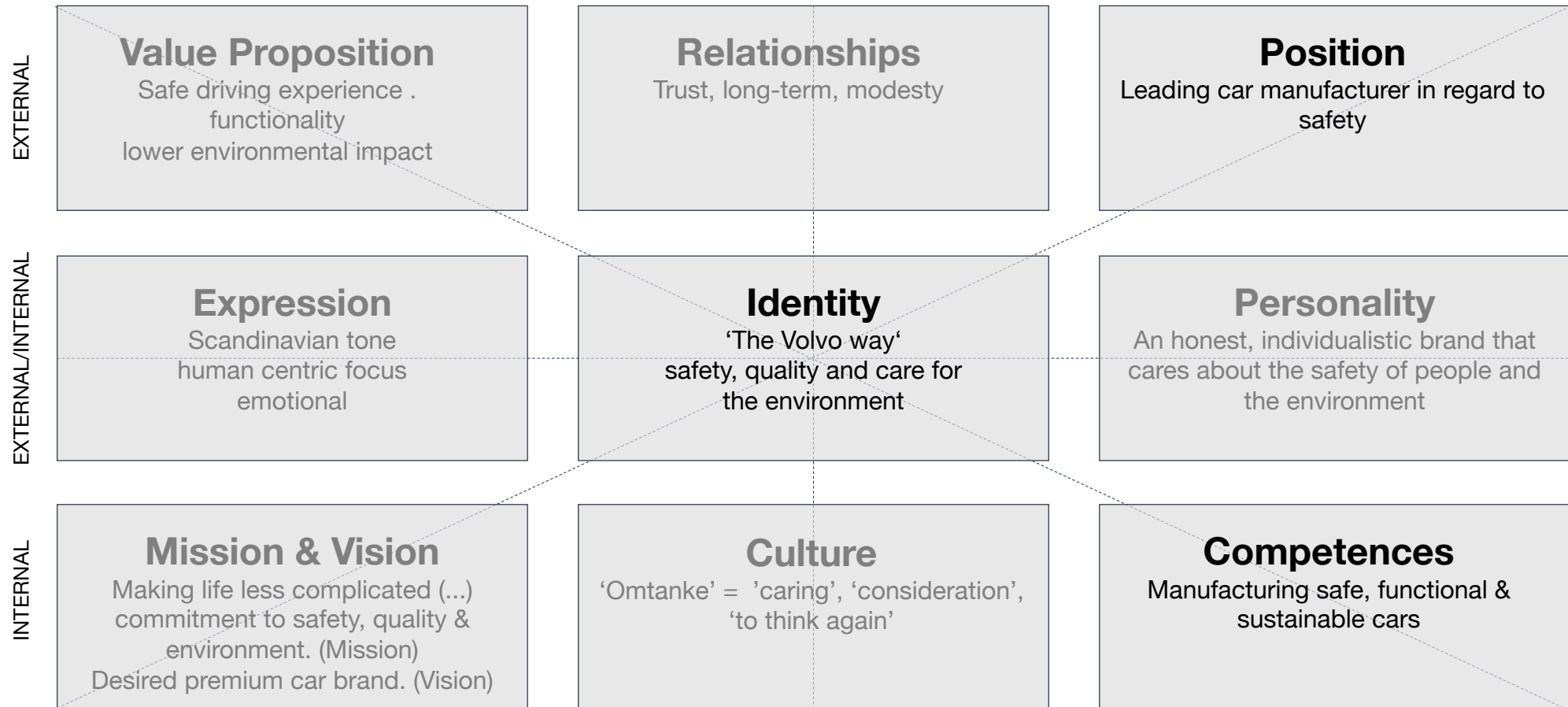


Actual Management Decision



Summary & Reflection

'The Volvo Way'



(Urde, 2013)

Background Volvo &
EV Market



Case Discussion




Actual Management Decision



Summary & Reflection

Background EV Market



Industry
Under Transformation,
Electrification strategies
of major car makers

Consumer
2017: global
sales of EVs
63% higher
compared to
previous
year

Policies
Dieselgate,
EU emission
law 2020



Strategic Decisions Under Geely Ownership



Swedishness – Electrification Strategy



Performance – Premium Price – Produced in China

Background Volvo & EV Market



Case Discussion



Actual Management Decision



Summary & Reflection

You are the Management Team...

Taking on the role of the executive team at Volvo Car Group

Background Volvo & EV Market



Case Discussion



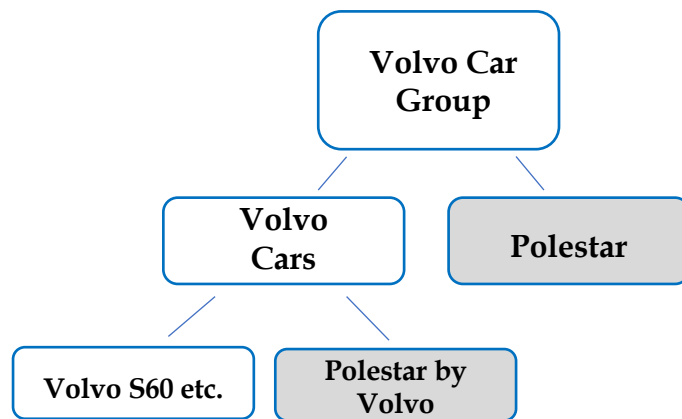
Actual Management Decision



Summary & Reflection

... And a Brand Architecture Decision is Needed

Given the two potential options, **where** should the Volvo Car Group position its new series of electric performance cars within the brand architecture, taking **brand identities** and **strategies** into consideration, and **why**?



(1) new daughter endorsed by the Volvo Cars mother, **Polestar by Volvo**

(2) new mother brand, **Polestar**, with no communicated connection to the Volvo Cars brand

Which Option Should Volvo Group Choose?

Where should the new series of electric performance cars be positioned and why ?	Option 1: Separate brand – <i>Polestar</i> - mother brand	Option 2: <i>Polestar by Volvo</i> , <i>Polestar</i> - daughter brand Volvo - endorsing mother
Which brand architectural solution creates more <i>trust</i> , in the eyes of potential customers, that Polestar is a <i>performance car</i> ?		
Which brand architectural solution has the potential to create more <i>awareness in the media</i> ?		
Considering the <i>opportunities</i> for the Volvo brand to be perceived as more exciting, and the <i>risk</i> of hurting their brand image, which solution should be chosen?		
Considering the <i>implementation costs</i> , which brand architecture solution would be more favourable?		
Which brand architectural solution has the potential to better <i>attract</i> the desired target group?		

Background Volvo & EV Market



Case Discussion



Actual Management Decision



Summary & Reflection





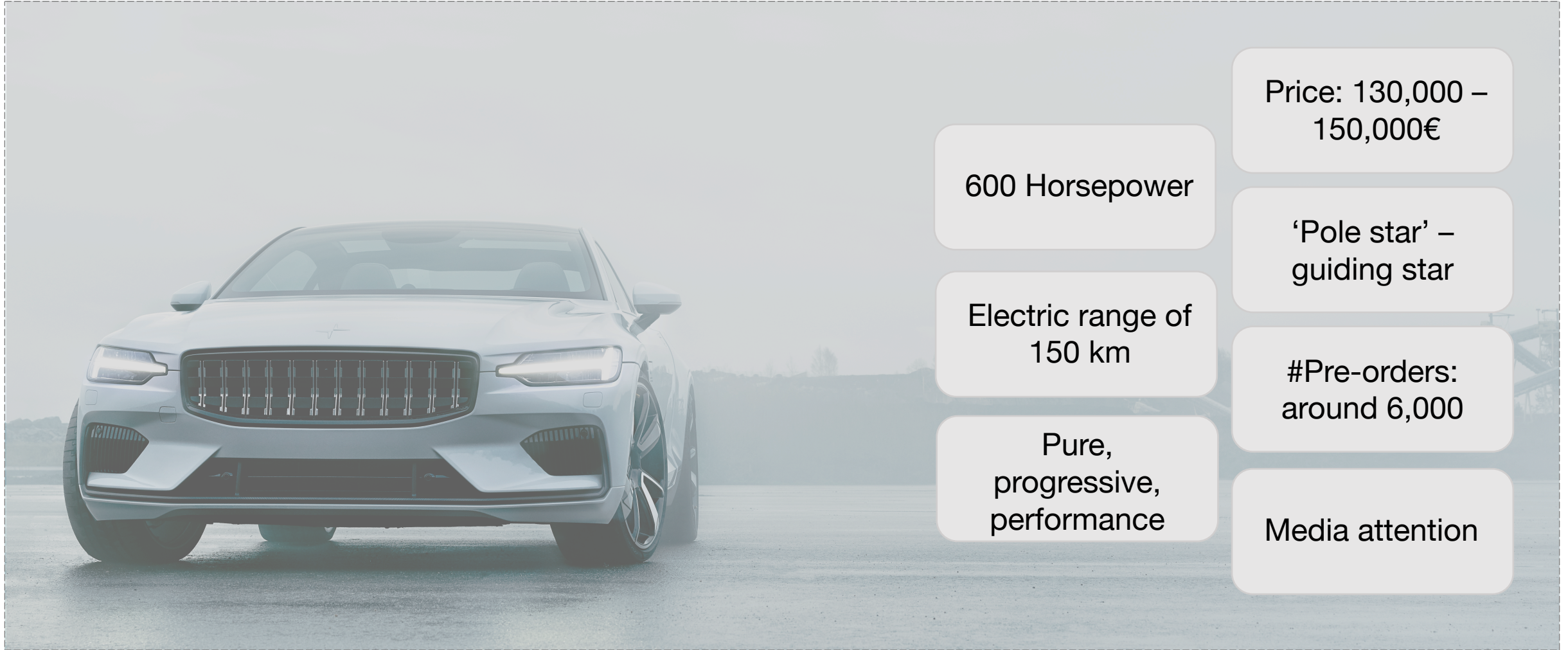
INTRODUCING 'POLESTAR'

Polestar
—
Genova
18.03.06



*“Polestar will be a **credible competitor** in the emerging global market for **high performance** electrified cars. With Polestar, we are able to offer electrified cars to the world’s most demanding, progressive drivers in all segments.”*

– Håkan Samuelsson, CEO of Volvo Cars



Background Volvo & EV Market



Case Discussion

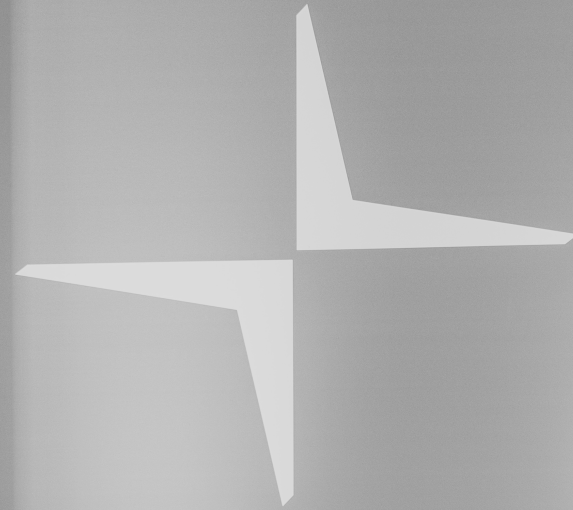


Actual Management Decision



Summary & Reflection

Now you are Taking the Pole Position



... Let us know what you think

Background Volvo &
EV Market



Case Discussion



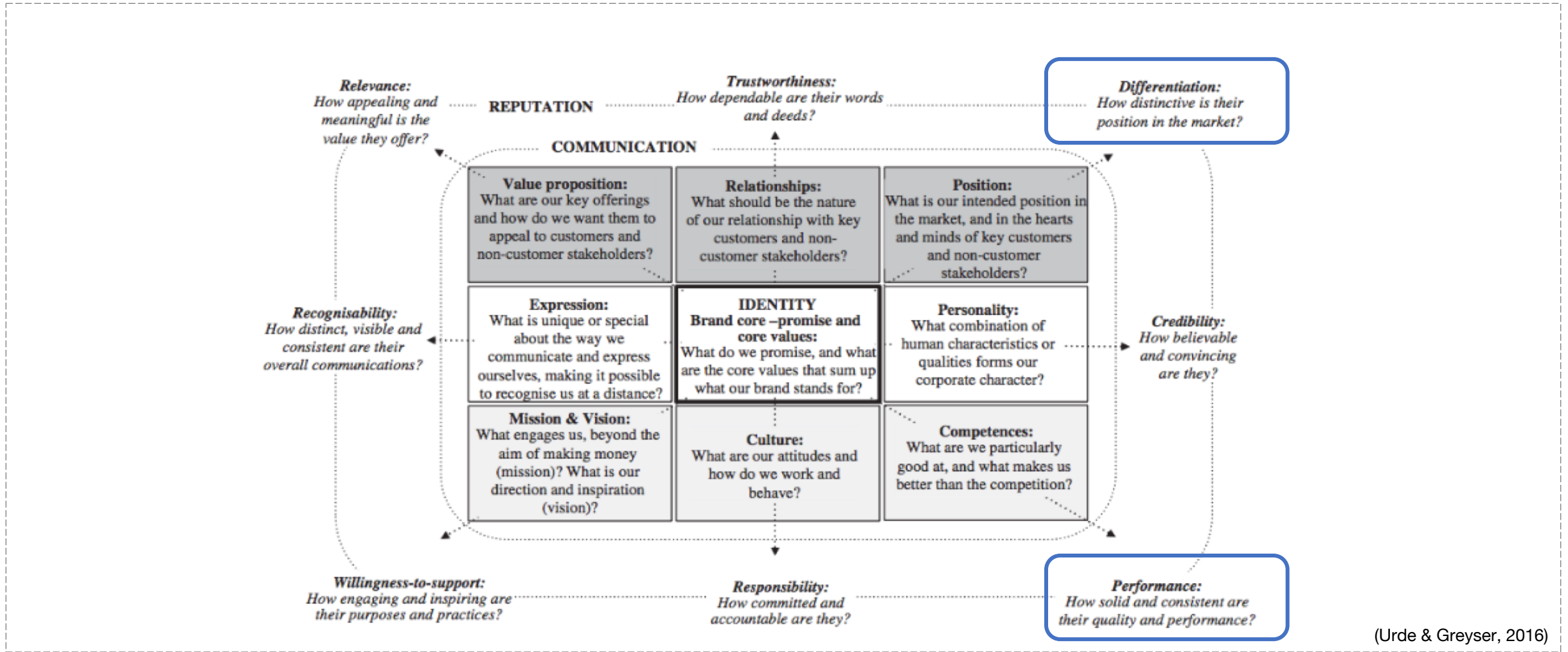
Actual Management Decision



Summary & Reflection

Backup

Differentiation & Performance Need to be Considered



Background Volvo & EV Market



Case Discussion



Actual Management Decision



Summary & Reflection