A German sports and luxury car manufacturer wants to adjust its local portfolio, since the used car market is important in order to remain competitive in the long term. Therefore, the company aims to make the future trends tangible for its most important stakeholders (investors, dealers, top managers) at the China Strategy Summit.

The purchase of used cars represents a risk for Chinese consumers ("losing face"). However, the consequences of neglecting the pre-owned car business in China for OEMs are:

- Losing potential customers to third party vendors.
- Potential image loss since the product quality of third party vendors cannot be controlled.
- Negative effects on the highly profitable spare parts and after-sales business.

The stakeholders jointly developed a comprehensive strategy for the future of the Chinese market. Supporting strategic processes of car dealers to understand the meaning and the importance of the used car market:

- Team members were able to acquire a better understanding of the dynamics of different disruptive strategies.
- The dominant growth strategy became evident and was experienced by the participants.

Development of a customized TOPSIM – Automotive Strategy Simulation, which particularly focuses on used car dealers in China.

Inclusion of real data to realistically illustrate the economic development of the used car market in the future.

War gaming exercises within the simulation enable participants to test new strategies for resilience.

Within teams, the simulation was played by managers, car dealers and investors as part of an extensive training.

The seminar allowed an exchange between managers regarding the neglect of the used car business and its impact on the OEMs business model.