



Warum scheiterte das EV1 von General Motors? (German Edition)

Konrad Sell

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Akademische Arbeit aus dem Jahr 2007 im Fachbereich BWL - Marketing, Unternehmenskommunikation, CRM, Marktforschung, Social Media, Note: 1,15, International Business School Berlin, Sprache: Deutsch,

Abstract: Mit der Entwicklung des EV1 hatte GM sich einen schwer aufholbaren strategischen Innovationsvorteil verschafft; Ford und Chrysler waren Jahre entfernt von einer annähernd ähnlich effizienten und stimmigen Gesamtkonzeption. Das Bewusstsein für diesen Vorteil war aber ganz offensichtlich nicht vorhanden. Stattdessen sicherte sich Toyota den strategischen Vorteil über Jahre hinaus: „With the Prius, Toyota controls about 80 percent of the market for hybrids in the United States.“ Diesen Vorsprung wird das Unternehmen aller Voraussicht nach auch im Elektrosegment nutzen.

Über die Gründe, warum GM diesen Vorsprung nicht auch nach Aufhebung des ZEV mandate weiter ausgebaut hat, lässt sich nur spekulieren. Als Fakt bleibt aber festzuhalten, dass es – strategisch gesehen – in der gesamten Unternehmenshistorie keinen größeren Fehler als die Beendigung dieses Engagements gegeben hat. Auf den Punkt bringt es Joseph J. Romm, Sachbearbeiter beim Zentrum für Energie- und Klimalösungen und früher in der Regierungsmannschaft Bill Clintons tätig: „I think it will go down as one of the biggest blunders in the history of the automotive industry.“

Die folgende Arbeit soll zeigen, welche Gründe es gab, die eine so weltverändernde Erfindung in derartig kurzer Zeit scheitern lassen konnten.



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