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Table of contents

1.Introduction	3
2.1 Strengths	4
2.1.1. Strong Brand Reputation	4
2.1.2 Membership of the Stellantis Group	4
2.1.3 Expanding Electric Vehicle (EV) Range	5
2.1.4. Digital Innovation	5
2.1.5. Strong European Market Presence	5
2.2 Weaknesses	6
2.2.1. Limited Presence in North America	6
2.2.2 High Investment Costs	6
2.2.3. Dependence on European Sales	6
2.2.4. Supply Chain Challenges	6
2.2.5. Intense Market Competition	7
2.3 Opportunities	7
2.3.1 Growing Electric Vehicle Demand	7
2.3.2. Artificial Intelligence (AI)	7
2.3.3. Digitalisation	7
2.3.4. Expansion into Emerging Markets	7
Growing middle-class populations across Asia, Africa, and South America create significant opportunities for future business expansion. Increasing urbanisation and rising incomes are expected to increase vehicle demand within these regions.	7
2.3.5. Government Incentives	8
2.4.Threats	8
2.4.1. Intense Global Competition	8
Global automotive competition continues increasing as manufacturers invest heavily in electrification, digitalisation, autonomous driving, and connected mobility.	8
Chinese manufacturers such as BYD increasingly compete through aggressive pricing and rapid technological development.	8
2.4.2. Stricter Environmental Regulations	8
2.4.3. Economic Uncertainty	8
2.4.4. Rapid Technological Change	8
2.4.5. Supply Chain Risks	8
2.5. Summary of SWOT Analysis	9
3.1 Political Factors	9
3.2 Economic Factors	10
3.3 Social Factors	11
3.4 Technological Factors	11
3.5 Legal Factors	12
3.6 Environmental Factors	12
Elkington, J. (1997) Cannibals with Forks: The Triple Bottom Line of 21st Century Business. Oxford: Capstone.	17

1.Introduction

Peugeot is one of the world's oldest and most respected automobile manufacturers, with a history dating back to 1810 when the Peugeot family established a steel manufacturing business in Herimoncourt, France. Initially producing steel products such as coffee mills, tools, springs, and bicycles, the company gradually expanded into the automotive industry, unveiling its first steam-powered three-wheeled vehicle at the Paris World Fair in 1889 (Peugeot, 2024). Over more than two centuries, Peugeot has continuously evolved through technological innovation, product development, and engineering excellence, becoming one of Europe's leading automotive brands. Today, Peugeot operates as a major brand within Stellantis, one of the world's largest automotive groups, formed through the merger of PSA Group and Fiat Chrysler Automobiles in 2021 (Stellantis), 2024.

Throughout its history, Peugeot has achieved numerous milestones that have strengthened its global reputation. Landmark models such as the 203, 404, 504, 205, 3008, and the latest 208 have received international recognition for their innovation, design, safety, and performance. Several Peugeot vehicles have been awarded the prestigious **European Car of the year**, demonstrating the company's long-standing commitment to quality and technological excellence (Peugeot, 2024). These achievements have enabled Peugeot to build a strong customer base across Europe and expand its presence in global markets.

In recent years the global automotive industry has undergone significant transformation driven by digitalisation, artificial intelligence (AI), automation, Industry 4.0 technologies, stricter environmental regulations, and changing consumer expectations. Governments worldwide are implementing ambitious carbon reduction policies, while customers increasingly demand electric vehicles (EVs), connected mobility solutions, and environmentally sustainable transportation. At the same time, intense competition from established manufacturers such as **Volkswagen**, **Toyota**, and **Renault**, together with emerging electric vehicle companies including **Tesla** and **BYD**, has accelerated innovation across the automotive sector (International Energy, 2024).

To remain competitive, Peugeot has adopted a comprehensive strategy focused on innovation, sustainability, and digital transformation. The company has invested heavily in hybrid and fully electric vehicles, artificial intelligence, smart manufacturing systems, connected vehicle technologies, and sustainable production processes. Through the Stellantis **Dare Forward 2030** strategy, Peugeot aims to reduce carbon emissions, improve operational efficiency, expand its electric vehicle portfolio, and achieve long-term sustainable growth (Stellantis, 2024). These initiatives demonstrate Peugeot's commitment to responding proactively to changing market conditions while strengthening its competitive advantage.

This report uses Peugeot as a case study to evaluate the company's strategic position within the global automotive industry. By applying strategic management tools, including **SWOT** and **PESTLE** analyses, the report examines Peugeot's internal strengths and weaknesses alongside the external opportunities and threats affecting its business environment. The findings provide the foundation for developing strategic recommendations that will support organisational performance, improve competitiveness, facilitate effective change management, and ensure sustainable growth within an increasingly dynamic and technology-driven automotive industry.

2. SWOT Analysis of Peugeot

SWOT analysis is one of the most widely used strategic management tools for evaluating an organisation's internal strengths and weaknesses alongside the external opportunities and threats that influence its business performance. Developed by Albert Humphrey in the 1960s, the SWOT framework enables organisations to assess their competitive position and develop strategies that utilise strengths, overcome weaknesses, exploit opportunities, and minimise potential threats. Within the automotive industry, SWOT analysis is particularly valuable because manufacturers operate in a rapidly changing environment characterised by technological innovation, digitalisation, sustainability pressures, changing customer expectations, and increasing global competition.

Peugeot, one of Europe's oldest automobile manufacturers, has transformed from a traditional vehicle producer into a technology-driven mobility company. As part of the Stellantis Group, Peugeot continues investing in electric vehicles (EVs), artificial intelligence (AI), smart manufacturing, connected vehicle technologies, and sustainable production systems. Despite these developments, the company faces numerous challenges, including rising production costs, global supply chain disruptions, stricter environmental regulations, and competition from both traditional manufacturers and new electric vehicle companies. The following SWOT analysis evaluates Peugeot's strategic position by examining the key internal and external factors affecting its future growth and competitiveness.

2.1 Strengths

2.1.1. Strong Brand Reputation

One of Peugeot's greatest strengths is its strong brand reputation, built over more than 200 years of manufacturing experience. Since its establishment in 1810, the company has consistently demonstrated innovation, quality, and engineering excellence. Throughout its history, Peugeot has introduced several award-winning vehicles, including the **504, 405, 307, 308, 3008, and 208**, many of which received the prestigious **European Car of the Year award**. This long history has helped establish customer trust and brand loyalty across Europe and other international markets.

Unlike many newer automotive manufacturers, Peugeot benefits from a well-established reputation for producing reliable, fuel-efficient, safe, and affordable vehicles. This positive image supports customer retention while attracting new consumers seeking quality vehicles at competitive prices. Brand reputation also strengthens relationships with suppliers, dealers, and business partners, providing Peugeot with an important competitive advantage.

2.1.2 Membership of the Stellantis Group

Peugeot's membership of the **Stellantis Group** provides significant strategic advantages. Formed in 2021 through the merger of PSA Group and Fiat Chrysler Automobiles (FCA), Stellantis is one of the world's largest automotive manufacturers. Membership enables Peugeot to share research and development costs, manufacturing facilities, digital technologies, and global supply chains with other brands, including Citroen, Opel, Fiat, Jeep, Chrysler, Alfa Romeo, Maserati, and DS Automóviles.

Economies of scale allow Peugeot to reduce production costs while increasing operational efficiency. Shared vehicle platforms, battery technologies, software systems, and AI applications accelerate innovation and reduce development time. Stellantis also provides Peugeot with greater financial stability and access to international markets, strengthening its ability to compete with global manufacturers such as Volkswagen and Toyota.

2.1.3 Expanding Electric Vehicle (EV) Range

The transition towards electric mobility represents another important strength. Peugeot has significantly expanded its electric and hybrid vehicle range, introducing models including the **e-208, e-2008, e-3008, and e-5008**. These vehicles enable Peugeot to respond to increasing customer demand for environmentally friendly transportation while complying with increasingly strict European carbon emission regulations.

The company's electrification strategy aligns with the Stellantis **Dare Forward 2030** plan, which focuses on reducing greenhouse gas emissions and increasing electric vehicle sales worldwide. Peugeot's investment in battery technology, charging infrastructure partnerships, and sustainable vehicle production strengthens its long-term competitive position as governments continue promoting zero-emission transportation.

2.1.4. Digital Innovation

Peugeot has embraced digital transformation by integrating **Artificial Intelligence (AI), Industry 4.0, robotics, automation, big data analytics, and connected vehicle technologies** throughout its operations. Smart manufacturing systems improve production efficiency by reducing waste, improving quality control, and enabling predictive maintenance.

Digital technologies also enhance customer experience through online vehicle purchasing, mobile applications, connected navigation systems over-the-air software updates, and advanced driver assistance systems (ADAS). AI improves production planning, inventory management, and quality assurance, enabling Peugeot to increase productivity while reducing operational costs.

2.1.5. Strong European Market Presence

Peugeot maintains an extensive dealership network across Europe, particularly in France, the United Kingdom, Spain, Italy, Germany, Belgium, and Portugal. This strong distribution network provides excellent customer support, maintenance services, financing options, and after-sales care.

2.2 Weaknesses

2.2.1. Limited Presence in North America

Despite its success in Europe, Peugeot has only a limited presence in North America. The company withdrew from the United States market in the early 1990s and not yet successfully re-established operations there. Consequently, Peugeot misses opportunities within one of the world's largest automotive markets, while competitors including Toyota, Ford, General Motor, Tesla, and Hyundai continue strengthening their market positions.

2.2.2 High Investment Costs

Peugeot's transition towards electric vehicle, AI, digitalisation, and automation requires extremely high investment. Significant financial resources are required for research and development, battery technology, software engineering, smart factories, and employee training.

Although these investments support long-term competitiveness, they may reduce short-term profitability and increase financial pressure during periods of economic uncertainty.

2.2.3. Dependence on European Sales

A significant proportion of Peugeot's revenue continues to originate from Europe. While this reflects strong regional market performance, it also increases vulnerability to European economic recessions, inflation, changing consumer confidence, and regulatory changes.

Greater geographical diversification would reduce dependence on European markets and strengthen long-term financial stability.

2.2.4. Supply Chain Challenges

Like many automotive manufacturers, Peugeot has experienced disruptions caused by semiconductor shortages, rising raw material prices, geopolitical tensions, and global logistics delays. These challenges have affected production schedules, vehicle deliveries, and manufacturing costs.

Supply chain disruptions may continue to affect profitability until more resilient sourcing strategies are implemented.

2.2.5. Intense Market Competition

The automotive industry remains highly competitive. Peugeot competes with traditional manufactures including **Volkswagen, Toyota, Renault, Ford, Hyundai, BMW, and Mercedes-Benz**, while also facing increasing pressure from electric vehicle specialists such as **Tesla, BYD, NIO, XPeng, and Rivian**.

This intense competition places continuous pressure on pricing, product quality, innovation, and customer service.

2.3 Opportunities

2.3.1 Growing Electric Vehicle Demand

Global demand for electric vehicles continues increasing as governments introduce carbon reduction targets and consumers become more environmentally conscious. Peugeot can capitalise on this trend by expanding its electric vehicles portfolio and improving charging infrastructure partnerships.

2.3.2. Artificial Intelligence (AI)

Artificial Intelligence provides opportunities to improve manufacturing efficiency, predictive maintenance, autonomous driving system, customer relationship management, and supply chain optimisation. AI also supports faster product development and improved quality assurance

2.3.3. Digitalisation

Digital transformation enables Peugeot to enhance customer experience through connected vehicles, mobile applications, digital sales platforms, over-the-air software updates, and personalised services.

Digital technologies strengthen customer loyalty while improving operational efficiency.

2.3.4. Expansion into Emerging Markets

Growing middle-class populations across Asia, Africa, and South America create significant opportunities for future business expansion. Increasing urbanisation and rising incomes are expected to increase vehicle demand within these regions.

Expanding internationally would reduce Peugeot's dependence on European markets.

2.3.5. Government Incentives

Many governments offer tax incentives, purchase subsidies, and infrastructure investment supporting electric vehicle adoption. These policies encourage consumers to purchase Peugeot's electric vehicles while supporting future market growth.

2.4.Threats

2.4.1. Intense Global Competition

Global automotive competition continues increasing as manufacturers invest heavily in electrification, digitalisation, autonomous driving, and connected mobility.

Chinese manufacturers such as BYD increasingly compete through aggressive pricing and rapid technological development.

2.4.2. Stricter Environmental Regulations

Governments continue introducing stricter CO2 emission standards requiring manufacturers to invest continuously in cleaner technologies and sustainable production.

Failure to comply may result in financial penalties and reputational damage.

2.4.3. Economic Uncertainty

Inflation, high interest rates, geopolitical instability, and reduced consumer spending directly affect vehicle sales.

Economic downturns may delay customer purchasing decisions and reduce profitability.

2.4.4. Rapid Technological Change

Automotive technologies evolve rapidly. Peugeot must continuously invest in battery innovation, autonomous driving, AI, software engineering, cybersecurity, and digital mobility services to remain competitive.

2.4.5. Supply Chain Risks

Global shortages of semiconductors, battery materials, lithium, cobalt, and rare earth minerals continue affecting vehicle production.

Geopolitical conflicts and transportation disruptions further increase operational risk.

2.5. Summary of SWOT Analysis

Strengths	Weaknesses
Strong global brand	Limited North American presence
Part of Stellantis	High investment costs
Growing EV portfolio	Dependence on Europe
Digital innovation	Supply chain disruptions
Strong dealer network	Strong competition
Opportunities	Threats
Growing EV demand	Global competition
Artificial Intelligence	Environmental regulations
Digital transformation	Economic uncertainty
Emerging markets	Rapid technological change
Government EV incentives	Supply chain shortages

3. PESTLE Analysis of Peugeot

PESTLE analysis is a strategic management framework used to evaluate the **Political, Economic, Social, Technological, Legal, and Environmental** factors that influence an organisation's external business environment. Unlike SWOT analysis, which considers both internal and external factors, PESTLE focuses entirely on macro-environmental influences that may create opportunities or threats for a business. For Peugeot, understanding these external factors is essential because the automotive industry is experiencing significant transformation due to digitalisation, artificial intelligence (AI), environmental sustainability, government regulation, and changing consumer expectations. By analysing these external influences, Peugeot can develop effective strategies that improve competitiveness, manage business risks, and achieve sustainable Long-term growth.

3.1 Political Factors

Political factors have a significant influence on Peugeot's business operations, because the automotive industry is highly regulated by governments and international organisations. Government policies relating to trade, taxation, environmental protection, and industrial development directly affect vehicle production and

sales. As a European manufacturer operating under the Stellantis Group, Peugeot must comply with European Union regulations governing vehicle emissions, safety standards, and environmental sustainability.

Many European governments actively encourage the adoption of electric vehicles by offering financial incentives, tax reductions, and grants to both consumers and manufacturers. These policies have increased demand for Peugeot's electric vehicle models, including the e-208, e-3008, and e-5008. At the same time, trade policies and geopolitical tensions may affect global supply chains by increasing tariffs on imported components or limiting access to important international markets.

Political stability across Peugeot's major European markets supports long-term business investment, while government funding for charging infrastructure also contributes to increased demand for electric vehicles. However, changes in government policies, Brexit-related trade regulations, and international political uncertainty continue to create operational challenges.

Impact on Peugeot: Government support for electric mobility creates opportunities for business growth, but changing trade policies and regulatory requirements require continuous strategic planning and operational flexibility.

3.2 Economic Factors

Economic conditions strongly influence consumer purchasing behaviour and overall vehicle demand. Inflation, rising interest rates, exchange rate fluctuations, and changing economic growth directly affect Peugeot's production costs and sales performance. During periods of economic uncertainty, consumers often postpone purchasing new vehicles, reducing demand across the automotive industry.

Peugeot has experienced increasing manufacturing costs due to rising prices of raw materials such as steel, aluminium, lithium, and semiconductor components. Higher energy prices and transportation costs have also increased operating expenses. Furthermore, higher interest rates have made vehicle financing more expensive for customers, reducing affordability and potentially slowing new vehicle sales.

Despite these challenges, growing demand for electric vehicles presents new revenue opportunities. Many governments continue supporting EV adoption through financial incentives, helping offset some of the negative effects of economic uncertainty.

Impact on Peugeot: The company must improve operational efficiency, control manufacturing costs, strengthen supply chain resilience, and offer competitive financing options to maintain profitability during changing economic conditions.

3.3 Social Factors

Social factors influence customer preferences, purchasing behaviour, and workforce expectations. Modern consumers increasingly demand environmentally friendly vehicles, advanced digital technologies, improved safety features, and connected mobility solutions. Growing environmental awareness has significantly increased demand for hybrid and fully electric vehicles.

Urbanisation has also changed transportation needs, with many customers preferring compact, fuel-efficient vehicles suitable for city driving. Younger consumers expect modern technologies, including smartphone connectivity, digital dashboards, navigation systems, and over-the-air software updates.

Within the workplace, employees increasingly value diversity, flexible working arrangements, continuous learning, and career development opportunities. Peugeot must therefore invest in employee training and skills development as digitalisation and automation continue transforming manufacturing operations.

Impact on Peugeot: Changing consumer expectations encourage continued investment in sustainable vehicles, digital innovation, connected technologies, and employee development to strengthen customer satisfaction and workforce capability.

3.4 Technological Factors

Technology is transforming every aspect of the global automotive industry. Artificial intelligence, automation, robotics, Industry 4.0, connected vehicles, and electric vehicle technologies are changing how vehicles are designed, manufactured, marketed, and maintained.

Peugeot has responded by investing heavily in digital transformation through AI-driven production systems, predictive maintenance, robotics, smart manufacturing, and connected vehicle technologies. Industry 4.0 enables Peugeot's factories to improve production efficiency, reduce waste, increase quality control, and lower manufacturing costs through automation and real-time monitoring.

The company also develops advanced driver assistance systems (ADAS), digital infotainment systems, mobile applications, and over-the-air software updates that improve customer experience. Continued investment in battery technology and autonomous driving systems will remain essential for maintaining competitiveness against manufacturers such as Tesla, Volkswagen, Toyota, and BYD.

Impact on Peugeot: Continuous technological innovation strengthens operational efficiency, improves product quality, supports sustainability objectives, and enables Peugeot to compete successfully within an increasingly digital automotive industry.

3.5 Legal Factors

The automotive industry operates within one of the world's most heavily regulated legal environments. Peugeot must comply with numerous national and international laws covering vehicle safety, emissions standards, employment, consumer protection, cybersecurity, and data privacy.

European Union CO2 emission regulations require manufacturers to reduce vehicle emissions significantly or face substantial financial penalties. Peugeot must therefore continue investing in electric vehicle technology and cleaner manufacturing processes. In addition, strict safety regulations require continuous improvements in vehicle design, crash protection systems, and advanced driver assistance technologies.

As connected vehicles collect increasing amounts of customer data, Peugeot must also comply with the General Data Protection Regulation (GDPR) and other cybersecurity legislation protecting consumer privacy. Employment legislation relating to workplace safety, equality, and employee rights also influences manufacturing operations across Peugeot's production facilities.

Impact on Peugeot: Legal compliance increases operating costs but improves product quality, customer confidence, brand reputation, and long-term business sustainability while reducing legal and financial risks.

3.6 Environmental Factors

Environmental sustainability has become one of the most important strategic priorities for Peugeot. Governments, investors, and consumers increasingly expect automotive manufacturers to reduce carbon emissions, improve energy efficiency, minimise waste, and support the transition towards sustainable transportation.

Climate change policies have accelerated the development of electric vehicles while encouraging manufacturers to reduce their environmental impact throughout the production process. Peugeot has expanded its electric vehicles portfolio and invested in renewable energy, recycling programmes, sustainable materials, and energy-efficient manufacturing technologies to reduce greenhouse gas emissions.

The company also supports the circular economy by increasing the use of recycled materials in vehicle production and improving resource efficiency across its supply chain. These initiatives align with the Stellantis Dare Forward 2030 strategy, which aims to achieve carbon neutrality while supporting long-term environmental sustainability.

Impact on Peugeot: Environmental sustainability strengthens Peugeot’s corporate reputation, supports regulatory compliance, improves customer trust, and creates long-term opportunities for growth within the expanding global electric vehicle market.

4. Summary of PESTLE Analysis

The PESTLE analysis demonstrates that Peugeot operates in a complex and rapidly evolving external environment influenced by political, economic, social, technological, legal, and environmental factors. Government support for electric vehicles, advances in artificial intelligence and Industry 4.0, growing environmental awareness, and digital transformation create significant opportunities for innovation and sustainable business growth. However, economic uncertainty, stricter regulations, increasing legal obligations, rapid technological developments, geopolitical risks, and intense global competition continue to present significant challenges.

To remain competitive, Peugeot must continue investing in electric mobility, smart manufacturing, connected vehicle technologies, research and development, and employee capability while maintaining compliance with charging regulations and strengthening supply chain resilience. By effectively responding to these external influences, Peugeot can enhance its competitive advantage, improve operational performance, achieve its sustainability objectives, and secure long-term success within the rapidly evolving global automotive industry.

5. Summary of PESTLE Analysis

Factor	Impact on Peugeot
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Political	Government policies, electric vehicle (EV) incentives, trade agreements, Brexit, and environmental regulations influence Peugeot's production, investment decisions, and international operations.
Economic	Inflation, rising interest rates, increased production costs, supply chain disruptions, and changes in consumer spending affect Peugeot's sales, profitability, and pricing strategies.
Social	Growing demand for sustainable vehicles, changing lifestyles, urbanisation, and customer expectations for connected and digital technologies encourage Peugeot to innovate and expand its EV portfolio.
Technological	Artificial Intelligence (AI), Industry 4.0, automation, connected vehicles, advanced driver assistance systems (ADAS), and electric vehicle technologies improve Peugeot's manufacturing efficiency, product quality, and customer experience.
Legal	Vehicle safety legislation, emissions standards, data protection laws, employment regulations, and consumer protection requirements increase compliance costs while improving quality, safety, and customer trust.
Environmental	Climate change, carbon reduction targets, recycling initiatives, renewable energy, and sustainable manufacturing encourage Peugeot to invest in electric mobility and environmentally responsible business practices.

6. Conclusion

This report has evaluated Peugeot's strategic position within the global automotive industry by applying the SWOT and PESTLE analytical frameworks. The findings demonstrate that Peugeot remains one of Europe's leading automobile manufacturers, supported by more than 200 years of engineering excellence, a strong brand reputation, and the strategic advantages gained through its membership of the Stellantis Group. These strengths have enabled the company to maintain a competitive position while responding to significant changes in the automotive sector through innovation, digital transformation, and sustainable business practices.

The SWOT analysis highlights that Peugeot's key strengths include its well-established brand image, expanding portfolio of electric and hybrid vehicles, investment in artificial intelligence (AI), smart manufacturing technologies, and extensive European dealership network. These capabilities provide the company with a strong foundation for future growth and innovation. However, the analysis also identifies several internal challenges, including high investment costs associated with electrification and digitalisation, dependence on the European market, supply chain disruptions, and limited presence in North America. Addressing these weaknesses will be essential to strengthening Peugeot's global competitiveness and improving long-term financial performance.

The PESTLE analysis further demonstrates that Peugeot operates in a highly dynamic external environment influenced by political, economic, social, technological, legal, and environmental factors. Government support for electric vehicles, advances in AI and Industry 4.0, increasing environmental awareness, and rapid digitalisation present significant opportunities for business expansion and operational improvement. Conversely, economic uncertainty, stricter environmental regulations, rising production costs, global supply chain challenges, and intense competition from manufacturers such as Volkswagen, Toyota, Tesla, and BYD continue to create substantial strategic challenges. These external pressures require Peugeot to remain adaptable, innovative, and customer-focused to sustain its market position.

Overall, Peugeot's long-term success will depend on its ability to continue investing in electric mobility, connected vehicle technologies, sustainable manufacturing, and digital innovation while responding effectively to changing market conditions and customer expectations. Strengthening supply chain resilience, expanding into emerging international markets, and further enhancing its core strengths, addressing internal weaknesses, capitalising on emerging opportunities, and mitigating external threats, Peugeot can strengthen its competitive advantage and achieve sustainable business success. Consequently, the company is well positioned to remain a leading global automotive manufacturer and successfully navigate the ongoing transformation of the automotive industry in an increasingly digital, environmentally conscious, and technology-driven business environment.

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