

# Daimler AG

Andreas Wöller, LL. M. (Fordham) Wäppler

**Group Risk Management. Application of Risk Management in Daimler AG** Felix-Sebastian Ament, 2021-04-21 Seminar paper from the year 2021 in the subject Business economics - General, grade: 1,0, The FOM University of Applied Sciences, Hamburg, course: Risk Management, language: English, abstract: This paper aims to present Risk Management with its systematic approach and to explain it using Daimler AG as an example. At the end of this paper, the question of how Daimler AG deals with risks of various kinds and what criticism can be derived from this should be answered. First chapter 2 will present the basics for the creation of a theoretical foundation. Specific definitions will be introduced and the processes of Risk Management about its operational and strategic objectives will be disclosed. Chapter 3 also uses a practical example to demonstrate implementation at Daimler AG, which provides an analytical view and a final view of the sum of the findings. At the same time, the typical characteristics of the automotive industry are shown and the resulting risks for Daimler AG are worked out. Finally, an approach to improve the communication of risk management is presented. This approach enables a more advanced presentation of opportunities and risks in combination with allocated strengths and weaknesses. At the end of the work, we find a conclusion with the demands that will result from these elaborated findings.

Business valuation of the enterprise Daimler AG Christin Wessels, 2018-09-24 Seminar paper from the year 2016 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 2,0, University of applied sciences Dortmund, language: English, abstract: The valuation of businesses is since decades a theme, which is still up to date and growing. The reason for the high interest regarding the theme is quite simple: If an enterprise is valued, there is a high amount of money involved. Business values are daily business, at the same time they have a high amount of complexity and issues, the raters are confronted with. The reason for a business value could be different, starting with management successions and ending with the buy out of an enterprise. The value of an enterprise is subjective and contents conflicts of interests. On one hand there is the current owner. For him the enterprise has an added value because of the personal background. On the other hand, there is the further buyer of the company, who wants to pay a lower price for the company to minimize the liabilities. Because of this the value of a business depends on the target and the reason of the valuation, reflecting the motto "The Price is what you pay. Value is what you get." The value of the business can be calculated by different ways. In the last years, the amount of valuation methods increased. Currently there are many valuations available, which end in different results. But how is the value of an enterprise defined and calculated? Why is the value of a business needed? And what are the differences between the methods? These questions will be answered in the present assignment. The Objective is to show with the help of the concrete example Daimler AG the process of a business valuation including the calculation of the value of the enterprise. To achieve this objective, the methodology of the present assignment is described in the following chapter first, before the theory of business valuations will be explained. The reasons for a valuation are described and the methods with a focus on Discounted cash flow methods (DCF) and multiples methods are stated. After presenting the company Daimler the methods are applied of Daimler in the fourth chapter, the business value will be calculated with the different methods. The results will be discussed in chapter five, before finally a conclusion and outlook will be given.

*A Case Study of Daimler AG's Entry in the Hungarian Automotive Industry* Stefan Bömer, 2022-01-28 Seminar paper from the year 2018 in the subject Business economics - Operations Research, grade: 1,7, The University of York, language: English, abstract: This case study focuses on the entrance of Daimler

AG in form of their brand Mercedes-Benz Cars, in the following Mercedes-Benz, originally founded in Germany, into the Hungarian automotive market. Mercedes-Benz is active in the field of passenger cars and this specific section will be addressed. Even though previous interaction with the Hungarian market was conducted in the past, the focus will lie on the successful engagement of Mercedes-Benz since 2008, when the decision to build a car assembly plant in Kecskemét was taken. For its foreign engagement in Hungary, Mercedes-Benz used an offshore outsourcing strategy shown by strong engagement with local suppliers which produce many parts for the car manufacturer, in combination with equity investment in the final assembly plant. This makes Mercedes-Benz a fragmented MNE as it uses outsourcing, while at the same time it is an original design manufacturer. Its designs and produces are crucial parts of its cars itself. The core business strategy is described for Mercedes-Benz with respect to four aspects: strengthening core businesses, growing globally, leading in technology and pushing digitalization. Regarding the strengthened core business and growing globally, this leads to further increase sales of high-tech cars, especially in China and Asia. With respect to leading in technology and pushing digitalization, Mercedes-Benz aims at expanding its technological leadership in the field of security, autonomous driving, connectivity and drive systems.

**Corporate Social Responsibility and its Implementation in the Daimler AG** Thilo Ketschau, 2013-03-14 Seminar paper from the year 2013 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 1,3, University of applied sciences, Cologne, course: Marketing, language: English, abstract: The sustainability of business activity is one of the key issues for companies in the 21st century. For it is stated as a fact, that the current way of use of our environmental resources is not adaptable for the future, companies have been taken into responsibility for not taking only their profits into account, but also their impacts on our environment. In addition the modern society more and more demands social value of these companies to participate in social development. Corporate Social Responsibility is offered as an approach to handle these challenges, without ignoring the financial survival and the competitiveness of the companies. In the following assignment the theoretical background of this concept is explained and a practical implementation is described on the example of the Daimler AG. As a result it is stated, whether this example is capable of being a role model or needs a role model itself.

**Application of the General Electric Model to the strategic business units of the DaimlerChrysler AG** Katja Zimmerling, 2006-09-05 Seminar paper from the year 2005 in the subject Business economics - Offline Marketing and Online Marketing, grade: 1,0, Mount Union College, language: English, abstract: When Gottlieb Daimler and Karl Benz built their first car in 1886, neither of them would have imagined what a global company would arise from their invention. The brands Maybach, Mercedes Benz, and Smart are known worldwide. They all belong to the subdivision Mercedes Car Group. In 1998, Daimler-Benz AG merged with the American Chrysler Corporation to form DaimlerChrysler AG. Since then, the well known brands Dodge, Chrysler, and Jeep were added as to the DaimlerChrysler AG as the Chrysler Group division. DaimlerChrysler bought Fuso, the truck division of the Japanese Mitsubishi Motors Company, for its Commercial Vehicles Division in March 2004. Also, Mitsubishi is DaimlerChrysler's strategic partner and has already developed new engines and compact cars in several joint ventures. The company's Commercial Vehicles Division also includes well-established brands such as Setra (buses), Freightliner (trucks), Sterling Trucks, Western Star Trucks, as well as Mercedes-Benz buses and trucks. Not only does DaimlerChrysler AG offer vehicles but it also offers various services through its DaimlerChrysler Services and DaimlerChrysler Bank divisions. The former offers services like insurance services or toll collection solutions while the latter specializes in leasing, financing, financial investment, and even offers three different VISA credit cards. [...]

## Focus on Sustainability ,2017

**The DaimlerChrysler Merger - One Company, Two Cultures** Tobias Wolf,2007-11 Research Paper (undergraduate) from the year 2005 in the subject Business economics - Miscellaneous, grade: A, Northeastern University of Boston, course: Cultural Aspects of International Business, 12 entries in the bibliography, language: English, abstract: In May 1998 the German car maker Daimler-Benz AG and America's third largest automobile company, Chrysler Corporation, signed a merger agreement to build the world's No. 5 automaker. Juergen Schrempp, CEO of Daimler-Benz, and Robert Eaton, Chrysler's then boss, saw a logical fit between the European luxury-car producer and the American maker of sport-utility vehicles, minivans and medium-sized vehicles. The complementing product and geographical match seemed to prepare the merged DaimlerChrysler AG for the future competition in the automobile industry. [...]

The Importance of Change Management in Organisations C. Jung,2011-12-01 Examination Thesis from the year 2011 in the subject Business economics - Business Management, Corporate Governance, grade: 78 % (1,0), University of Exeter (Business School), course: Change Management, language: English, abstract: 1. Introduction The process of globalization and the intensification of competition, forces modern organizations to adapt themselves quickly and flexibly to changing market conditions. The concept of change by the change management is hence primarily implemented due to economic downturns, economic growth issues, political, societal or technical general conditions or due to the fact that some organizations do not have sufficient internal strength to sustain its position (Lauer, 2010). By virtue of the merger between the Daimler-Benz AG and the Chrysler Corporation in 1998, the newly created concern DaimlerChrysler tried to build new organizational structures for more efficient competitiveness to expand into new markets and to reinforce it's financial position, hence taking advantage from a "2+2=5 effect" (Cartwright and Cooper, 1992). Both companies were trying to move from a coordination growth stage to a collaboration growth stage (Clarke, 1994) by the establishment of one single operating entity which as we will see later on, led to the failure of DaimlerChrysler during its "Red Tape crisis" (Greiner, 1972). Goal of the change management was to implement a corporate transformation (Dunphy et al., 1993) by finding the best compromise for both companies in regard to the organizational structure, culture, firm philosophy, operational processes as well as the integration of employees (Waller, 2001). However, in the course of time a strong antagonism and resistance to the merger arose in particular amongst former Chrysler employees. A study from IBM Global Business Services in 2008 shows that only 41% of all change projects achieve its goals, while 44% only achieve partially the aspired aims and 15% don't lead to achievement or are abandoned ahead of schedule. The problems of change management adjustments are mostly justified by failures in the acquaintance with the factor human being (IBM Global Business Services, 2008); the partnership between Daimler-Benz and Chrysler also failed due to a primary focus on hard data such as e.g. financial information while forgetting the focus on soft (Cartwright and Cooper, 1995) data namely the support of an organizational culture establishment. The following report critically evaluates the changes occurring in times of an international merger by the example of the 1998 merger between Daimler-Benz and Chrysler. Beginning with an explanation of the triggers and reasons for the necessity of change

*Daimler-Benz in the Third Reich* Neil Gregor,1998-01-01 This is a study of the experience of one of Germany's most important armaments manufacturers - and automotive companies - during the period of the Third Reich. The book examines how the opportunities offered by the Nazi rearmament in the 1930s led to rapid expansion and a surge in profits.

**The DaimlerChrysler Merger - An Analysis of the Cultural Problems** Martin L  thge,2012-05-02 Seminar paper from the year 2003 in the subject Business economics - Business Management, Corporate Governance, grade: 1, , language: English, abstract: Introduction (English) On 6 May 1998, Daimler-Benz of Germany signed a merger agreement with Chrysler Corporation of the United States. The merger marked the beginning of the ambitious goal of merging two styles of auto-making, two approaches to business

**125 Years of Automobiles** teNeues,2010-11 Developed to commemorate one of the key dates in car history, this beautifully designed and compellingly told chronicle pays tribute to a story without parallel. Covering its founding in 1883 right up to the present day, we learn of the key personalities, technological breakthroughs, and other landmark moments of this automotive powerhouse. Packed full of fascinating timelines, careful details and meticulously researched insights, this is a volume to cherish for years to come.

**Mercedes Benz Cars Germany - Market Analysis** Thilo Ketschau,2013-03-14 Seminar paper from the year 2013 in the subject Economics - Other, grade: 2,0, University of applied sciences, Cologne, course: Marketing, language: English, abstract: An analysis of the German automotive market and the Mercedes-Benz cars division, as an actor on this market, are done. Therefore firstly the relevant external factors for the German automotive market are audited by examining its` political-legal, economical, sociological and technological factors. Secondly an internal audit is done by examining strengths and weaknesses of the German division of the company. As a result a holistic picture of Mercedes-Benz cars` market related situation is assessed.

*The Problematic of Corporate Evaluation on the example of the Daimler AG* Thilo Ketschau,Andreas F  rster,2013-03-07 Seminar paper from the year 2013 in the subject Business economics - Investment and Finance, grade: 1,7, University of applied sciences, Cologne, course: Financial Management , language: English, abstract: The methods to evaluate the value of a company are numerous and diverse. In this assignment the theoretical framework of company evaluation is described and the popular approaches depending on discounted cash flows or multipliers are explained and used on the example of the Daimler AG. The different value results are discussed in the concluding part.

**Daimler Art Collection** Renate Damsch-Wiehager,Daimler AG.,2007

*Daimler-Chrysler Merger Case* Nicolas Martelin,2009-09 Research Paper (undergraduate) from the year 2008 in the subject Business economics - Business Management, Corporate Governance, grade: A-, International School of Management Dortmund, language: English, abstract: Back in 1998, Daimler-Benz, the German manufacturer of luxury automobiles, had only captured less than one percent of the American market (Daimler-Benz AG, Standard & Poor's Stock Reports. New York: Standard & Poor's, Inc., July 21, 1997). Meanwhile, the American Chrysler Corporation was willing to extend its international reach, especially in Europe. Given the circumstances, both companies came to the conclusion that a merger would make sense. On May 7th, 1998, the merger was officially announced as the largest trans-Atlantic merger ever. However, this buyout - which could have led to the creation of the greatest car manufacturer in the world - had failed in less than ten years. On May 14, 2007, the DaimlerChrysler company was already a thing of the past. Almost two years after the sale of Chrysler, a question remains: Why the merger failed? If we compare a merger to a marriage, we would say that they married the wrong persons. But how managers and executives from the two companies has gotten it so wrong?

Daimler & Benz: The Complete History Dennis Adler,2006-05-02 From the earliest workshop days to the grandest marque in the automotive world, the

story of one of the most important enterprises of the twentieth century comes alive in this complete history. The rich history of Daimler-Benz (now DaimlerChrysler) has its roots in the early experimentation with the use of the internal combustion engine by three men: Carl Benz, Gottlieb Daimler, and William Maybach. Benz, working alone, and Daimler and Maybach, working together, the two shops separated by a mere sixty miles, in the late 1880s simultaneously laid the foundation of what would become the German automotive industry. At first there was competition between Benz & Cie. and Daimler Motoren Gesellschaft, as they engineered and styled the earliest motorwagens and began to develop markets for their products. These early efforts led to the establishment of an entire industry by the start of World War I. But the war and its aftermath devastated these two companies, as it did the German economy overall. By the early 1920s it became apparent that the only way to survival was a merger, and thus, on June 29, 1926, the stockholders of both companies gave approval to the new company, Daimler-Benz, which led directly to the birth of one of the world's best-known brands: Mercedes-Benz. In the hands of noted automotive photographer, author, and editor Dennis Adler, the history of the marque and the company unfolds through the decades, as Mercedes-Benz advances in fame, from the racing glory years to the present, becoming the standard that all automakers strive to meet. With archival (many never before published) and the author's own photographs, the beauty and power of the automobile comes alive, from the earliest models to the first crop of twenty-first-century Mercedes-Benzes. It is a story of excellence that is in many ways unmatched in the history of any industry. Today, as a global leader in design, safety, and overall excellence, Mercedes-Benz continues to lead the way.

How the Globalization of Capital Markets Has Affected the Listing Behavior of Foreign Issuers Andreas Wöller, LL.M. (Fordham), 2011-06-28 Seminar paper from the year 2011 in the subject Economics - Foreign Trade Theory, Trade Policy, grade: Honors, Fordham University School of Law, language: English, abstract: This case study on Daimler's history on the NYSE aims to illustrate how global equity markets have evolved in the past two decades and what the reasons are for companies to raise capital in these global markets. In doing so, the case study proceeds as follows: After a brief introduction in Part I, Part II describes the initial listing of Daimler ADRs on the NYSE in October 1993 and its consequences for Daimler's financial reporting, followed by the reasons that motivated Daimler to come to New York. Part III provides an overview of the legislative and regulatory changes that took place both in Germany and the U.S., and how these developments affected Daimler's decision to terminate its listing on the NYSE in 2010. Part IV investigates how investors today are able to invest in foreign issuers such as Daimler. Finally, the case study concludes by summarizing the reasons for Daimler's delisting and its meaning for the competitiveness of the U.S. public markets in Part V.

**How the Globalization of Capital Markets Has Affected the Listing Behavior of Foreign Issuers** Andreas Wöller, LL. M. (Fordham) Wöller, 2011 Seminar paper from the year 2011 in the subject Economics - Foreign Trade Theory, Trade Policy, grade: Honors, Fordham University School of Law, language: English, abstract: This case study on Daimler's history on the NYSE aims to illustrate how global equity markets have evolved in the past two decades and what the reasons are for companies to raise capital in these global markets. In doing so, the case study proceeds as follows: After a brief introduction in Part I, Part II describes the initial listing of Daimler ADRs on the NYSE in October 1993 and its consequences for Daimler's financial reporting, followed by the reasons that motivated Daimler to come to New York. Part III provides an overview of the legislative and regulatory changes that took place both in Germany and the U.S., and how these developments affected Daimler's decision to terminate its listing on the NYSE in 2010. Part IV investigates how investors today are able to

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The Importance of Change Management in Organisations C. Jung, 2011-12 Examination Thesis from the year 2011 in the subject Business economics - Business Management, Corporate Governance, grade: 78 % (1,0), University of Exeter (Business School), course: Change Management, language: English, abstract: 1. Introduction The process of globalization and the intensification of competition, forces modern organizations to adapt themselves quickly and flexibly to changing market conditions. The concept of change by the change management is hence primarily implemented due to economic downturns, economic growth issues, political, societal or technical general conditions or due to the fact that some organizations do not have sufficient internal strength to sustain its position (Lauer, 2010). By virtue of the merger between the Daimler-Benz AG and the Chrysler Corporation in 1998, the newly created concern DaimlerChrysler tried to build new organizational structures for more efficient competitiveness to expand into new markets and to reinforce its financial position, hence taking advantage from a 2+2=5 effect (Cartwright and Cooper, 1992). Both companies were trying to move from a coordination growth stage to a collaboration growth stage (Clarke, 1994) by the establishment of one single operating entity which as we will see later on, led to the failure of DaimlerChrysler during its Red Tape crisis (Greiner, 1972). Goal of the change management was to implement a corporate transformation (Dunphy et al., 1993) by finding the best compromise for both companies in regard to the organizational structure, culture, firm philosophy, operational processes as well as the integration of employees (Waller, 2001). However, in the course of time a strong antagonism and resistance to the merger arose in particular amongst former Chrysler employees. A study from IBM Global Business Services in 2008 shows that only 41% of all change projects achieve its goals, while 44% only achieve partially the aspired aims and 15% don't lead to achievement or are abandon

*Friendship. Nature. Culture* Daimler AG Kunstbesitz, 2021

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