



WHITEPAPER | APRIL 2026

# Real-world scenario planning for OEM agility and improved decision making

How automotive planners can use FAST to model tariffs, BEV demand, market entries, and regional sales steering to make confident decisions.



## Executive summary

### From insight to action

In our previous whitepaper, *Taming complexity with agility: Confident scenario planning for OEM strategy*, we explored why scenario planning matters.

This follow-up examines **how OEMs can turn that insight into operational action** by embedding FAST scenario planning into everyday workflows that enable faster, more confident decisions.

[READ THE PREVIOUS WHITEPAPER →](#)

Automotive original equipment manufacturers (OEMs) face a market that changes constantly. Trade policy and regulatory shifts, electrification trends, and supply chain disruptions all create uncertainty. As a result, many planning teams spend more time assembling and reconciling data than making decisions.

For most organizations, traditional scenario planning — taped together with spreadsheets and static reports — is too slow, too siloed, and too fragile to manage these fast-moving dynamics.

A connected, integrated solution like the Forecast Adjustment and Simulation Tool (FAST) allows OEM planners to move past the time-consuming work of gathering and reconciling data. By streamlining assumptions, forecasts, and scenario simulations into a single platform, FAST gives planners the ability to simulate and explore multiple market scenarios in real time.

Drawing on anonymized field research with leading OEMs, we show how organizations can embed agile scenario planning into everyday workflows and how **Mobility Global's FAST solution** enables this transformation.

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# What OEMs are telling us

We spoke with several leading OEMs about how they approach scenario planning today. During our anonymized field research, we observed a common theme: planning teams were forced to juggle multiple Excel sheets, manually reconciling data across regions, products, and sales channels.

Decisions that should have taken days or hours were stretching into weeks. Planning teams are under increasing pressure to move faster, yet much of their time is still spent assembling and reconciling data before analysis can begin.

What emerged from this research is a clear contrast between legacy planning approaches and what effective, modern scenario planning should look like:

LEGACY PLANNING (WHAT WE OBSERVED)	MODERN SCENARIO PLANNING (WHAT OEMS NEED)
<b>Cyclical and static:</b> Planning happens on a fixed cadence (e.g. quarterly), with limited ability to adjust between cycles.	<b>Continuous and dynamic:</b> Scenarios are updated in real time as market, regulatory, or competitive inputs evolve.
<b>Single-scenario thinking:</b> Teams use one “best guess” forecast, with little visibility into alternative outcomes.	<b>Multi-scenario comparison:</b> Baseline, optimistic, pessimistic, and custom scenarios are tested in parallel.
<b>Manual and fragmented:</b> There is heavy reliance on spreadsheets and offline reconciliation across teams.	<b>Integrated and automated:</b> Data flows seamlessly across regions, products, and channels.
<b>Siloed workflows:</b> Sales, product, and strategy operate on different assumptions across regions.	<b>Cross-functional alignment:</b> All teams operate from a single, shared set of assumptions.
<b>Slow decision-making:</b> Insights take weeks to generate, delaying response to market shifts.	<b>Rapid decision-making:</b> Insights are generated in hours or days, not weeks.
<b>Limited visibility:</b> Analysis remains high-level, with little ability to drill into product or powertrain detail.	<b>Granular insight:</b> Analysis spans from executive summaries down to vehicle and powertrain level.
<b>Disconnected from execution:</b> Outputs inform reports, but don’t directly drive operational decisions.	<b>Embedded in workflows:</b> Scenario outputs directly inform production, pricing, and sales decisions.

Outdated and fragmented methods fundamentally limit an OEM’s ability to respond to disruption and plan with confidence. The result is a reactive, single-threaded approach to forecasting that creates significant strategic risk.

During our conversations, one OEM told us: “We have a lot of global coverage, but we don’t have the depth of data that Mobility Global has. We could use this to gain a better understanding of the market.”

Surface-level visibility cannot support high-stakes operational decisions. To compete in volatile markets, OEMs must ground their planning in granular, integrated data. That is why scenario planning is becoming embedded in operational decision-making across global enterprises.

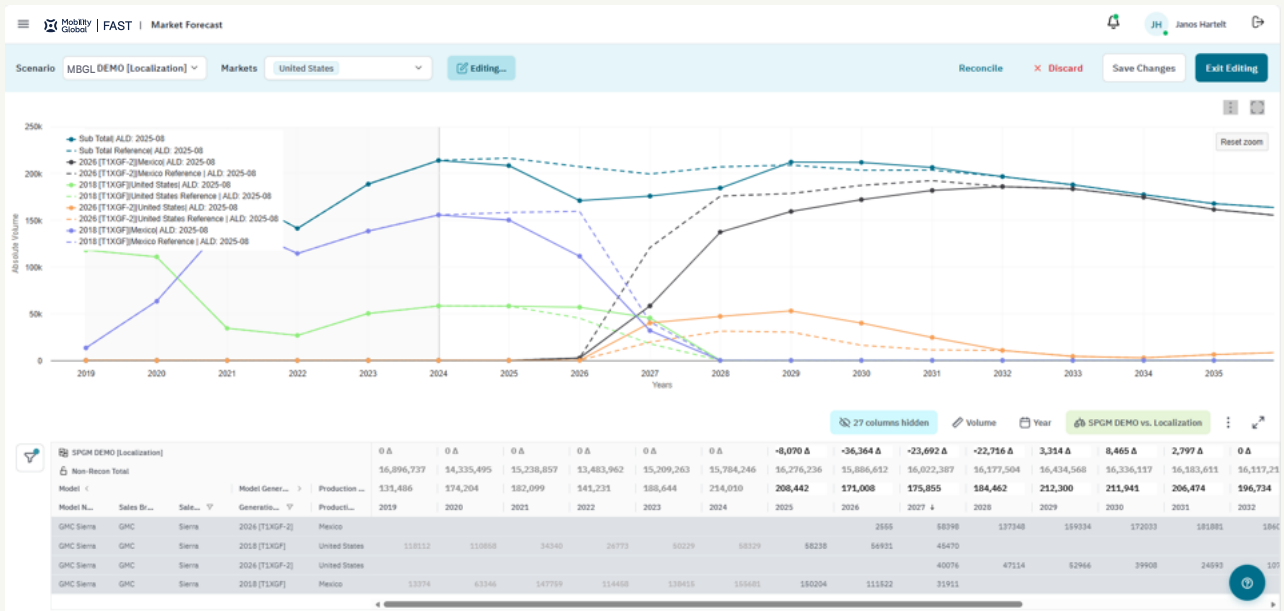
Without this operational agility, OEMs risk production misalignment, missed sales and market opportunities, and costly errors in investment and capital allocation.

# Operational use cases

To illustrate the benefits of agile scenario planning, we've built anonymized vignettes based on insights gathered during field research. These examples show how scenario planning can be embedded into real workflows, supporting complex, multi-year strategic initiatives while remaining grounded in practical decision-making.

## Tariff Shock Response

An OEM in our research described the frustration of responding to sudden trade policy changes. With spreadsheets, recalculating scenarios across regions and models could take weeks. FAST allows planners to simulate multiple outcomes in real time, compare the financial impact of tariff absorption versus pass-through pricing, and adjust production allocations — all within minutes.



Here we see how the import vs. locally produced split can be adjusted quickly. The chart shows that once tariffs are applied in 2026, volumes of imported models fall dramatically.

### What FAST reveals in this scenario

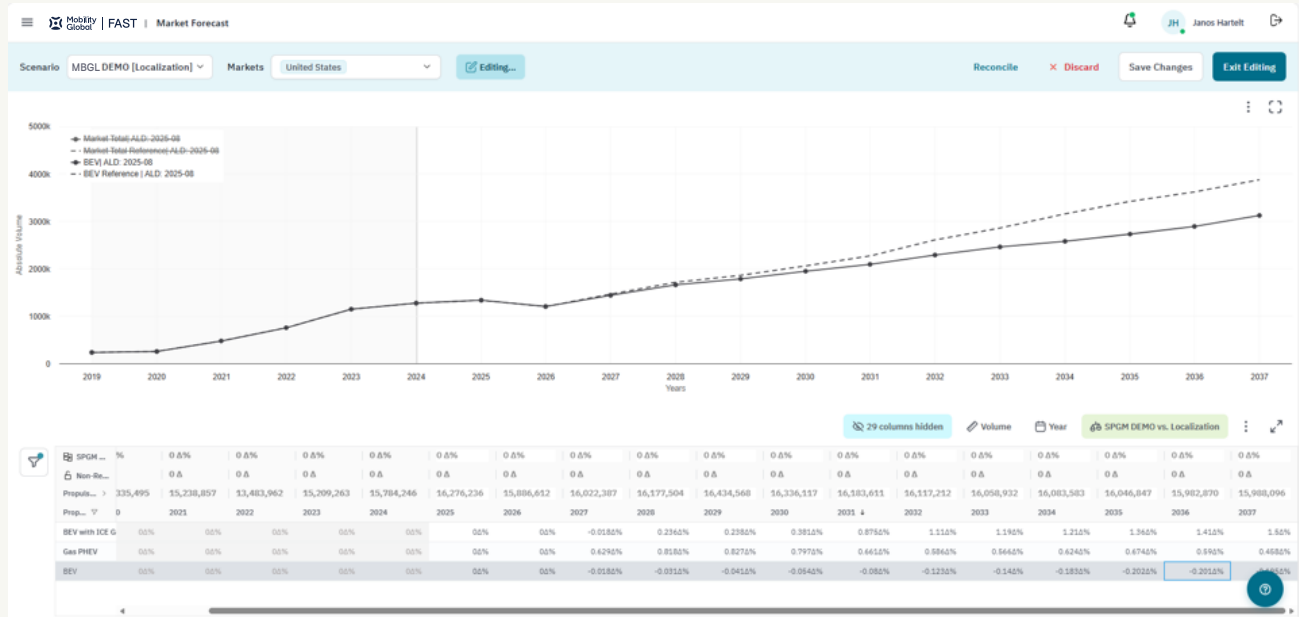
- Mexican-built volume collapses in the tariff year, visibly dropping to near zero on the chart.
- U.S. production rises sharply, indicating domestic plants are automatically used to offset lost imports.
- Total vehicle sales still decline, even after reallocating production—FAST displays a drop of ~36,000 units in the first year of impact.
- The gap between baseline (dashed line) and tariff scenario (solid line) widens in 2026, showing a clear negative demand response.

### What this tells planners

- Production can be rapidly rebalanced, but capacity limits and cost pressures still reduce demand.
- FAST quantifies the residual loss after mitigation, enabling OEMs to plan how much exposure remains.
- Users can immediately test alternatives such as:
  - Absorbing tariffs
  - Changing prices
  - Shifting production between plants
  - Adjusting mix or content levels

# BEV Demand vs Supply Realignment

Another OEM highlighted challenges in managing battery electric vehicle (BEV) adoption. Consumer willingness to pay often diverges from production cost, making forecasting tricky. FAST enables planners to simulate multiple adoption scenarios, test incentive impacts, and see margin implications at the segment and powertrain level. This allows faster, more informed decision-making across regions and brands.



With just a few clicks, FAST allows teams to change assumptions on the entire market’s fuel-type mix. This scenario depicts a view that consumers and OEM offerings focus more on PHEVs and REEVs.

## What FAST reveals in this scenario

- The chart shows BEV volumes reducing by about 20% in 2035 compared to the baseline, when assumptions shift toward PHEVs/REEVs.
- The BEV line sits lower than the baseline projection, demonstrating reduced BEV adoption under revised assumptions.
- FAST highlights a long-term divergence that grows more pronounced beyond 2030.

## What this tells planners

- Minor changes in consumer or OEM mix assumptions can materially reshape the long-term BEV curve.
- FAST highlights the timing of inflection points — BEV softening is visible years before 2035.
- Planners can test incentives, cost declines, or new model introductions to rebalance the outcome.

# Regional Sales Steering

During our research, regional sales teams expressed frustration at being dependent on headquarters' planning cycles. They need updated, actionable insights monthly — sometimes weekly. FAST's intuitive dashboards allow teams to adjust assumptions, explore multiple scenarios simultaneously, and share insights securely, ensuring local execution aligns with global strategy.



## What FAST reveals in this scenario

- The chart shows clear cross-region variation beginning around 2020.
- This view highlights multiple competitive lines, enabling immediate comparison between brands or regions.

## What this tells planners

- Regional disparities require localized adjustments to allocation, incentives, or pricing.
- FAST lets regional teams update assumptions monthly or weekly, without waiting for HQ cycles.
- Scenarios can be shared securely, so HQ and regions operate from a consistent baseline.

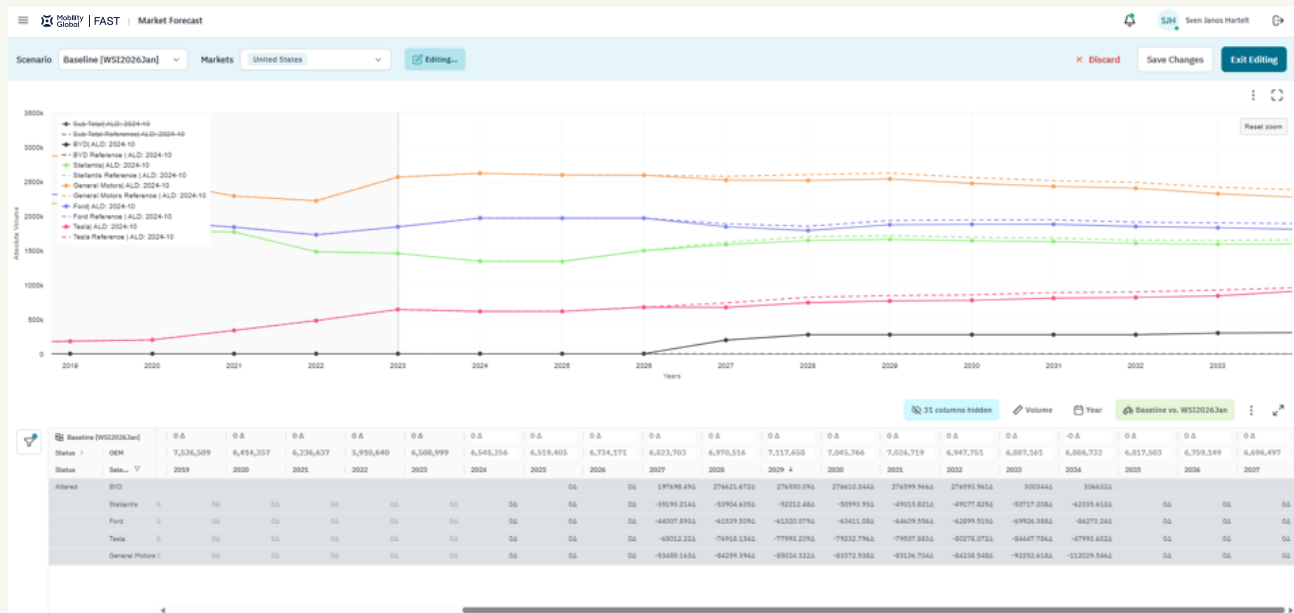
# Strategic Partnerships and Market Entry: Modelling Chinese OEM Entry into the US

One of the most compelling scenarios discussed during our research was the potential entry of Chinese electric vehicle brands into the US market.

Whether through partnership, localization, or platform collaboration, this is not a theoretical debate. It is a competitive contingency that many OEM strategy teams are already evaluating.

OEMs may cooperate with local dealers, leverage idle production capacity, or develop shared platforms. FAST allows planners to model:

- Short-term strategies, such as rebadged EVs in existing dealer networks
- Medium-term production scenarios using underutilized plants
- Long-term platform-sharing opportunities



In this scenario, to see the impact of adding BYD SUVs into the US market mix, we added them to FAST's Showroom to get a fully automated initial forecast volume assessment.

## What FAST reveals in this scenario

- Adding BYD SUVs to FAST's Showroom produces an instant forecast of competitive displacement.
- The chart shows Tesla's volume dropping noticeably, with FAST indicating a loss of nearly 80,000 units relative to baseline.
- Other OEM lines also shift, though with less pronounced declines, visible on the multi-brand chart.
- The steepest competitive impact occurs in early years (2026–2028), then stabilizes as the market rebalances.

## What this tells planners

- BYD competes directly in segments where incumbent EV leaders are most exposed.
- FAST enables OEMs to test:
  - Rebadging or dealer-network entry
  - Using underutilized U.S. plants
  - long-term platform partnerships



## Embedding FAST into OEM workflows

Traditional workflow vs. FAST-enabled workflow:

PLANNING STAGE	TRADITIONAL	WITH FAST
Assumption updates	Manual import of multiple files	Real-time adjustment with secure data
Scenario creation	One scenario at a time	Multi-scenario evaluation simultaneously
Data reconciliation	Multiple Excel sheets, error-prone	Single source of truth, automated consistency
Executive reporting	Static slide decks	Dynamic scenario dashboards
Iteration	Days/weeks	Minutes

OEMs that adopt FAST experience a shift from reactive to proactive planning. During our anonymized field research, planners consistently highlighted how FAST:

- Reduces manual spreadsheet reconciliation
- Enables real-time assumption adjustments
- Supports side-by-side scenario comparisons
- Maintains consistency and data integrity across departments
- Offers enterprise-grade security without requiring heavy IT support



## From confidence to control

OEMs that embed effective scenario planning into workflows gain speed, accuracy, and flexibility. FAST provides the tools to make this possible: granular data, multi-scenario evaluation, real-time analysis, and secure, intuitive dashboards.

The question is no longer whether scenario planning matters, but whether your organization is equipped to execute it.

**Schedule a demo to see FAST applied to your market and explore how scenario planning can transform strategy into action.**

[LEARN ABOUT FAST →](#)

## About Mobility Global

Mobility Global helps billions of people and businesses that build, sell, buy, and maintain vehicles make vital mobility decisions with confidence.

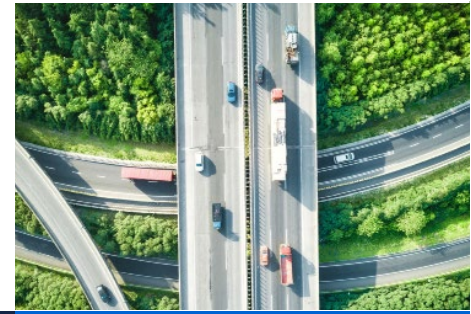
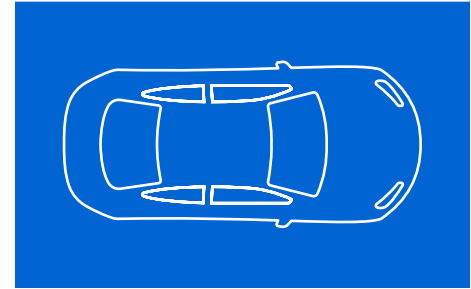
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We have three divisions, each built to help our customers win:

- **Planning Solutions** delivers the intelligence and forecasting leading mobility companies count on to spot trends, navigate industry shifts, and make strategic decisions that shape the future of our industry.
- **Sales Solutions** including trusted offerings like automotiveMastermind and Polk data help dealers and OEMs understand markets, find opportunities, and connect with the right customers at the right time.
- **CARFAX** gives millions of consumers the trusted information they need to buy, sell, and take care of their cars with confidence.

As mobility keeps evolving, we'll keep partnering with our customers to solve their most complex challenges so they can make decisions that move them, and the world, forward.

For more information, visit [www.mobilityglobal.com](http://www.mobilityglobal.com)



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