

# Tesla 4-wheeler Go-to-market strategy

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# Key Success factors in EV industry

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## Credit

Getting access to scalable and competitive line of credit



## Technology

Leveraging data and software to increase operational efficiency by matching supply to demand



## Generating Demand

Winning B2B collaborations and creating enough consumer



## Key Partnerships

Striking key partnerships with the EV ecosystem

# EV value chain key personas



**Cell  
Manufacture**

Responsible for the production of the individual cells from raw materials like Lithium, Cobalt, Nickel, etc



**Charging  
Point  
Operator**

Usually represents individual locations such as station owner, kirana shops acting as a charge point



**Battery  
assembler**

Responsible for assembling the entire battery pack from all the individual cells along with the BMS



**Charging  
Network  
Operator**

Represents the CPO aggregators and managers



**OEM**

Responsible for putting together the entire vehicle along with all its HW and SW components



**Financier**

Act as source of financing for the end customer



**Dealer**

Responsible for selling the vehicles to the end customers



**Vehicle  
owner**

End persona who owns the vehicle - individual, fleet aggregator, logistics company, etc

# Current challenges for EV adoption in India



Lack of good vehicles available

Given the software aspect coupled with India specific problems, a lot of R&D is required to build a good vehicle suited for the country. This is now changing with the likes of Ather, Euler, Ola Electric bringing in good vehicles in the market



Component manufacturer

Most of the components(outside of battery pack) of an EV have a dependency on China. This makes it harder for OEMs to claim available subsidy that requires Indian components to be used in the vehicle.



EV Infrastructure

Lack of charging infrastructure leads to “range anxiety” which is more of the fear of not finding chargers vs running out of charge → Lower Sales of EVs → Not having enough vehicles on ground → Less attractive for infrastructure companies to setup charging



Lack of financial options

There have not been enough vehicles sold to create a secondary market which would created enough data for the underwriters to understand and quantify risk

# Current landscape of major players

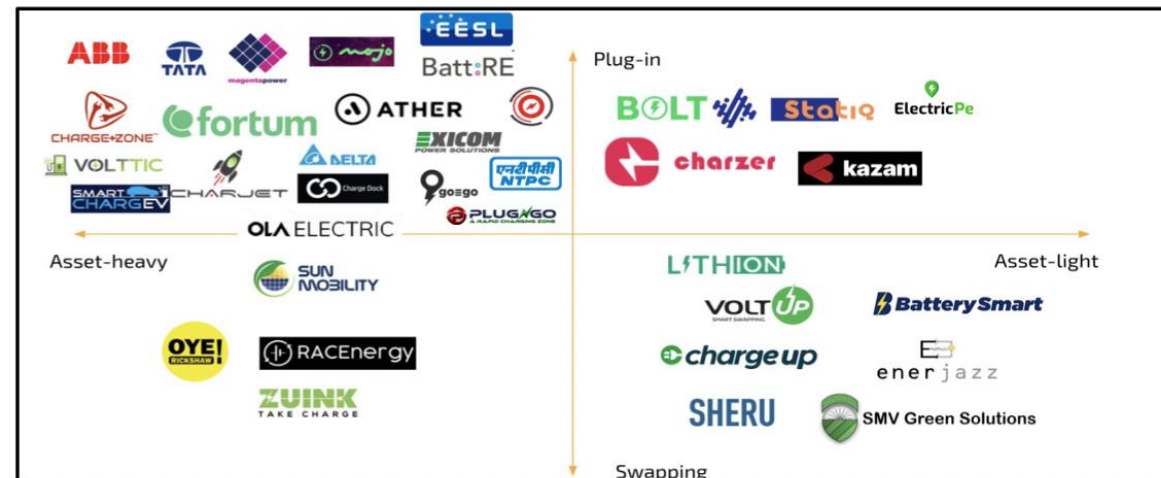
## Battery Tech / Manufacturer / Assembler



## Auto Components



## Charging & Swapping Infrastructure



## OEM

## Mobility & Logistics (Ride Sharing / Fleets Leasing)



## Others



Financing



Charger Manufacturer





# Awareness strategy



## BRAND POSITIONING

- Tesla focuses on **innovation and technology** in its products
- Positioning the brand as **"a new way of living"** – into the world of autonomous driving for Indian customers
- Focus on **creating value in the life of the stakeholders** of the brand such as customers, OEMs, fleet operators, battery charging station owners, etc



## ADVERTISING BY SEO

- Use **Search Engine Optimization** to make **Tesla appear at the top** when user search with keywords such as "EV vehicles", "4-Wheeler EV", etc.
- Redirect to the EV Guide Tesla has created when people search for more details about Electric vehicle



## FINDING THE RIGHT BUYER

- Find the **target customer segment by AI/ML** – using demographics, user behaviors, studying motivations of users and creating user personas using this data
- Finding the **early adopters for EV** who will mostly be people who are tech savvy and who care about the environment



## TARGETTED ADVERTISING

- After identifying the right buyer using demographic and behavior study -> create a **list of emails** of these potential customer and send targeted emails for advertising your product
- Practice **push marketing for target segment** to reduce spam reports and decrease customer acquisition cost



## CREATE EV GUIDE

- Create resources on EV such as latest deals, **charging station maps**, functionalities, calculations explaining **Total Cost of Ownership**, etc. for customers to know more about the product and its benefits.
- Create **blogs, websites and YouTube videos** to create awareness about the same.



## SOCIAL MEDIA MARKETING

- Create pages on social media for users to talk about EV and Tesla
- Create **buzz words and hashtags** and use these hashtags while sharing post.
- **Influencer marketing** – collaborate with celebrities on **Instagram** and Facebook to promote EV-4 wheeler and create awareness





# Shaping the charging ecosystem

## Be early to provide a seamless charging experience



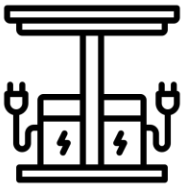
### Public charging infrastructure

- Partner with local municipalities and infrastructure provider to understand and improve their **electricity distribution capacity** to charging stations
- Help retailers, offices and landowners **setup charging stations** easily at **low cost**



### Easy access to charging points

- Create **end-to-end charging ecosystem** with single access points to customers
- Try to partner with builder to **install wall box charging system to charge at home**
- **Educate electricians** in installing charging systems and provide customer support
- **Tie-up with IT parks and office spaces** to install smart charging solutions



### Charging points for intercity commuters

- Setting up charging stations at highways could make electric vehicles a good solution for **ola**, **uber intercity** and all those customers that travel between cities

# Massive reskill and refocus the sales force

## Incentivising and training EV dealers and sales executives to make the best sales pitch

### EV-promote dealers



- **Removing biases** in the mind of EV dealers with the help of **training and test drives** to drive up the sales to customers who are open to both EVs and ICEs
- Incentivizing EV dealers through **higher margins and after-sales revenues** as only then dealers might go out of their comfort zone to make an EV sales pitch and sales force

### Performance linked incentives



- To deliver an optimal EV sales pitch, OEMs and third-party dealers should **monitor performance**
- OEMs should **train sales executives** in integrated EV-mobility bundles online and in-person to **develop deep EV expertise to address all customer concerns**

### Increase visibility and partnerships



- OEMs could encourage dealers to **contact taxi companies and mobility providers** to attract more EV buyers – **increase B2B partnerships**
- OEMs should make sure all showrooms prominently **display the entire EV portfolio (including wallbox and charging solutions)** and allow customers to **explore them digitally**

# Strategy to compete with traditional players

## E-mobility the new style of moving

### Offer the product in a bundle



- Initially customers are more concerned about the entire ecosystem hence the company should focus on **selling the product** and maybe help **setup the charging system** at home through wall box
- Provide additional services such as **customer support, on-call assistance, training** about charging and other 4-wheeler related details

### Focus on communication

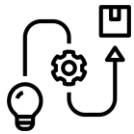


- Launch **digital campaigns** using personalized and targeted marketing over social media to educate and increase **community engage** regarding EV
- Focus on finding right customer segments to target such as **tech-savvy, environment conscious customers** to create a group of early adopters
- Work on **referral incentives** to increase word-of-mouth marketing



# Quick adoption strategies

## Product innovation



- Price point is one of the major pain-point for a customer while thinking of buying an EV vehicle in India and therefore **innovation in terms of battery or other parts** can help **reduce cost** and thus increase adoption due to **increased affordability; better financing** can be another alternative
- **Bundle the cars with innovative features** such as phone sensing unlock through a digital key, voice control, geofencing alert and tamper alert to customers paying a premium for the car

## Provide full ecosystem



- Companies are now going beyond manufacturing and distribution, and **selling directly to consumers, setting up charging infrastructure and providing financing option for customer**
- The full-stack approach will be a big part of getting enough EVs on Indian roads to reach a critical mass. However, OEMs might start to specialise by giving the business of charging to a separate company in **partnership with other strategic partners to establish charging infrastructure.**

## Total cost of ownership



- Sales executive must **pitch electric car buyers with the concept of Total ownership cost** which is not the same as traditional IC vehicles. **Total cost of ownership (TCO)** includes purchase price, fuel/charging, and maintenance costs after resale value which must be communicated to customer
- A TCO comparison four-wheeler EVs with traditional IC vehicle shows that it is **50% cheaper over their lifetimes** and this must be communicated well to the customers
- **A lower premium for EV four-wheelers** will improve the TCO

Thank you!