



Business Strategy For XPENG

2022 Oliver Wyman Impact Case Competition | Team Karmens

Executive Summary: For XPENG to enter to mid-to-high-end market, they should focus on store management, marketing optimization, customer segmentation and digital operations.

Industry Overviews	Company Positioning	Business Models	Customer Analysis
<ul style="list-style-type: none">• Foreseeable strong growth in new energy vehicles market• Consumption upgrade and increasing potential ownership level are main driving factors	<ul style="list-style-type: none">• Revenue and profit remain at a disadvantage compared to other brands• No sufficient car models• Reform to enable access to high-end markets	<ul style="list-style-type: none">• Technology drives OEM to transform• Combines the two-business model in the market• Face challenge of sales model imbalance	<ul style="list-style-type: none">• The key to enter Mid-high market are Young white-collar and high-class elite• Key purchasing criteria: customer experience, brand image, battery performance and trendy technology

Business Strategy



2022 Revenue 30440 Mn

2023 Revenue 44130 Mn

2024 Revenue 63990 Mn

AGENDA

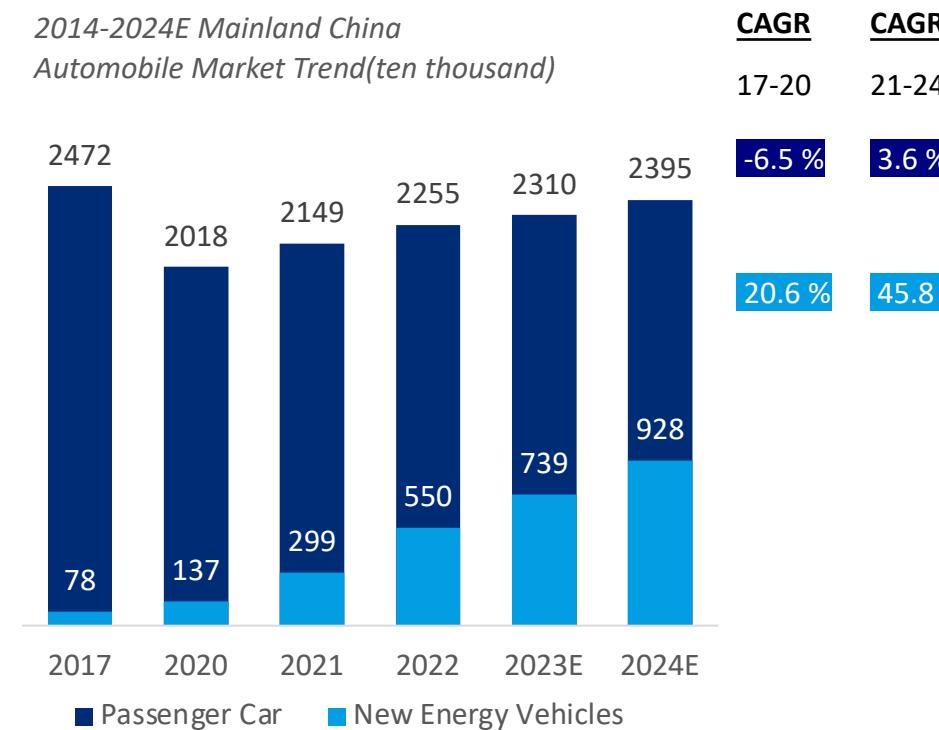
- **Market Overviews**
 - Industry Overview
 - Company Positioning
 - Business Models
 - Customer Analysis
- **Business Strategy**
 - Store Management
 - Marketing Management
 - Customer Management
 - Digital Operations
- **Implementation**
- **Appendices**



Industry Overview: Growth of New Energy Vehicles in China is driven by consumption upgrade and increasing potential ownership level

Market

New energy vehicles is promising in next 3 years

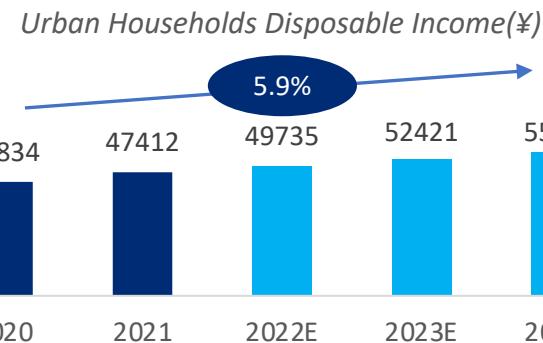


New energy vehicles keeps strong growth after covid-19

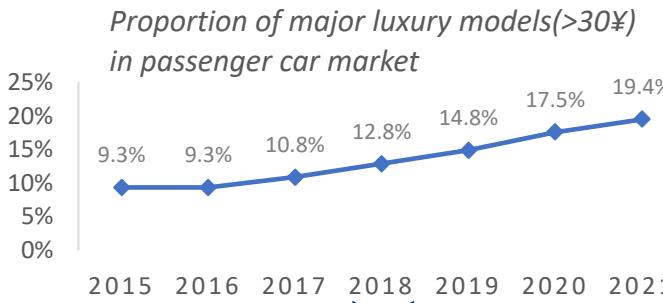
Drivers

1 Consumption upgrade

A Increasing purchasing power

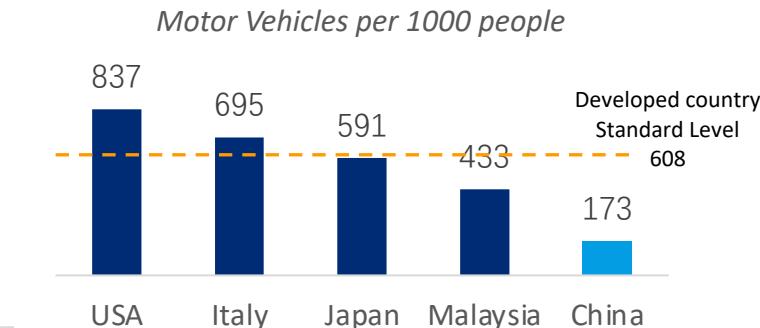


B Growing demand for luxury car market



2 Increasing potential ownership level

China's car ownership level is below average



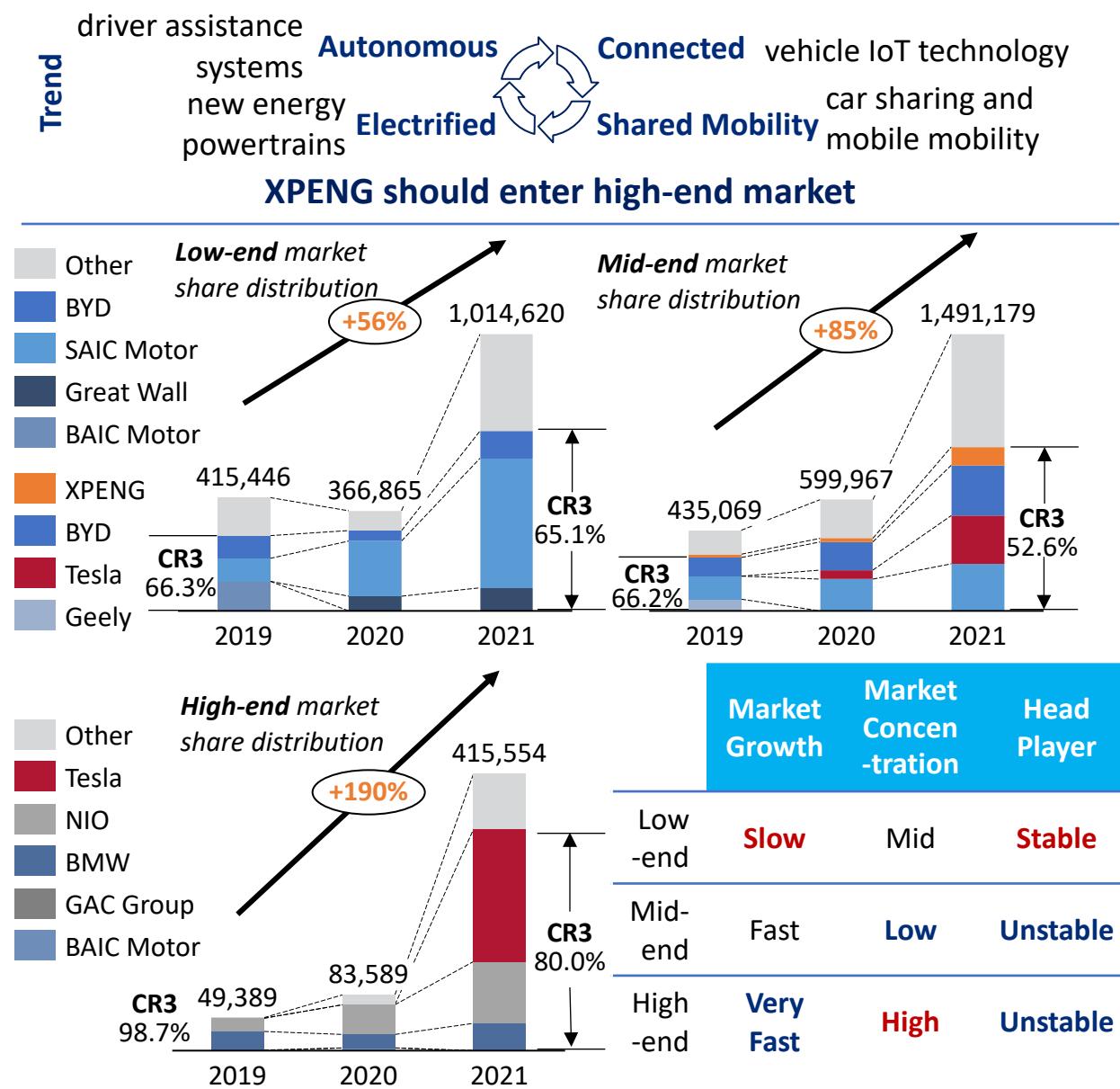
- Demand will remain robust in the long-run given the relatively low level of vehicles on the road
- Chinese consumers remain attracted to the idea of car ownership on grounds of passion for driving, safety, and convenience¹

The consumption upgrade will boost demand of high-quality car

Demand for private cars remains strong in China

Notes:1. from McKinsey China Auto Consumer Insights 2019

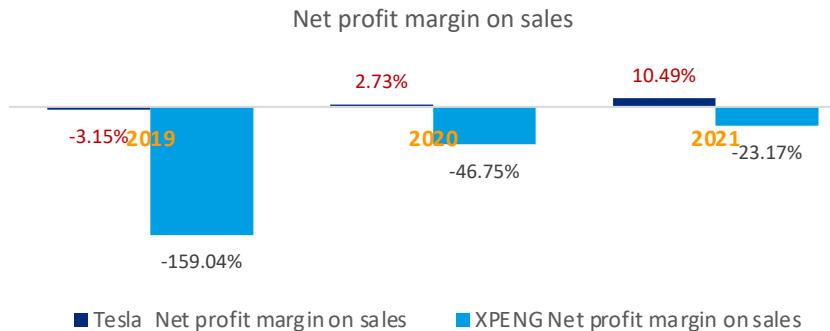
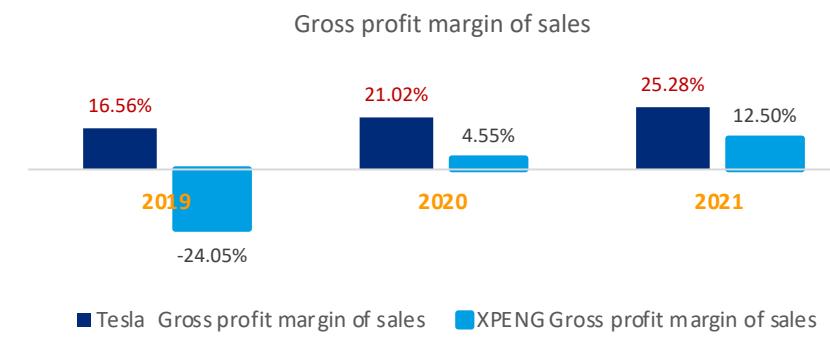
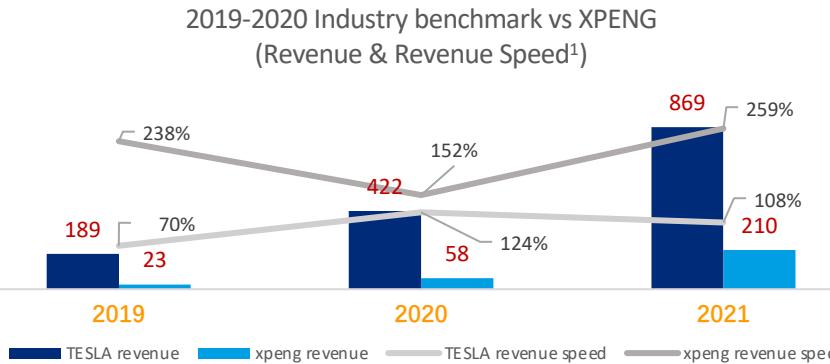
Company Positioning: Considering XPENG's strength in autonomous driving system and market potential in high-end market, XPENG should strengthen its position in mid-end market and enter high-end market



	Strength	Weakness
Traditional Company 	<ul style="list-style-type: none"> Brand effect Mature R&D system Mature supply chain 	<ul style="list-style-type: none"> Lack of core technology Weak resources integration Weak digital marketing
New Generation 	<ul style="list-style-type: none"> More innovative functions Better customer experience Faster function iteration 	<ul style="list-style-type: none"> Insufficient cost control Chip and battery shortages High R&D investment
Internet Company 	<ul style="list-style-type: none"> Strong tech R&D capabilities Manufacture self-developed chips 	<ul style="list-style-type: none"> Lack of manufacturing experience Production depends on other manufacturers
XPENG		
Pricing	<ul style="list-style-type: none"> Non-consistent price damage brand image Lack of mature digital platform Hard to expand the target consumer group 	
Sales	<ul style="list-style-type: none"> A wide range of shop distribution 	
R&D	<ul style="list-style-type: none"> Owns the L3-level autonomous driving system Self-developed a full-stack autonomous driving system 	
Supply Chain	<ul style="list-style-type: none"> "Self-built + foundry" model which supplies the core "three power" system 	

Company Positioning: There are still many problems behind the soaring sales of XPENG; High-end transformation is a way that can help XPENG to further optimize product matrix and increase net profit

Compared to Tesla, XPENG still has a long way to go



What makes XPENG stand out

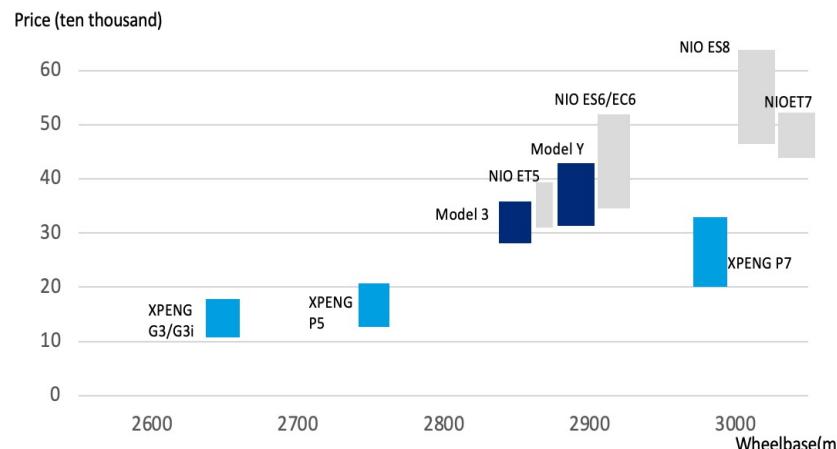
Intelligent Technology

- **XPILOT** - Fully self-developed advanced driver assistant system
- **Xmart OS** - From driving cockpit to intelligent space
- **OTA** - Seamless evolution smarter vehicle

Outstanding Driving Experience

- **Smart Parking** - Drive automatically while inside a garage and then accurately park themselves
- **Smart Driving** – City/High-way NGP assist numerous driving tasks and conduct intelligent cruise

XP do not have sufficient car models



GO TO MID-HIGH MKT

XPENG has an impressive sales performance

XPENG's advanced technology makes it more unshakable competitive

Remarkable increase in total revenue, but the net margin is still negative

Foreseeable market growth + Consumption Upgrade

Increasing customer base

Lack of profitability

Lack of high-end market products

Lack of premium power

Look for opportunities in the high-end vehicle market and formulate market expansion strategy

Notes:1. Financial report unit is 100 Million RMB

Business Model: The automotive industry is in transformation; Software & Service and direct-to-consumer are the future trends

1 OEM Value chain trend

Hardware



- Traditional auto parts
- New energy auto parts
- Smart car parts

Manufacturing and sales



- Integrated parts
- Internal Operation Management
- From Sale to consumers

Software and service



- APS & OTA
- Automobile Finance
- After-sale CRM
- Car networking

2 The Future of sales: Indirect to Direct

Indirect sales

- Quickly occupy the market
- Reduce the operation and management pressure of OEMs

DEALERSHIP

- Difficulty to meet consumer needs

VENDER (AGENTS/ INTERMEDIARIES)

- Difficult to shape the overall image of the brand

Direct-to-consumer

- Directly communicate brand touchpoints
- High sensitivity to consumer decisions
- Capability to handle inventory pressure
- Require large preceding investment

Technology drives OEM to transform

Software and Service

- **Software monetization model** gives higher certainty
- Obtain **sustainable income** from software sales
- **Strong exclusivity**
- Maintenance problems can be solved through **OTA**

Direct-to-consumer

- **Lower customer acquisition costs**
- Operation system maximize efficiency by **CRM**
- Efficiency **B2C communication** on direct sales (transparent and consistent prices)

Business Model: XPENG needs to standardize delivery and consumer experience to enter Higher level market

1 XPENG combines the two-business model in the market

① Indirect sales model



Dealership

Vender

② Direct sales model



Direct sales store

XPENG Current Business Model

2 Two key points for obtaining sustainable success

Give measurable value for users

High efficiency Consumer Service
Maximized Shopping Experience satisfaction
Uniform sales channel Price

Build sustainable efficiency operation system maintains sales value

Manage layout and planning for sales service network
Balance production and sales plan for no remaining stock
Improve operational efficiency for shorten the payback period

3 Current Top Company sales model

Tesla

Direct sales Only

190 stores
50 cities

BYD

Indirect sales Only

1000+ stores

Li Auto

Indirect sales + Direct sales

110 stores
70 cities

4 XPENG's is facing challenge of sales model imbalance

Indirect sales model

Cares product continuity and profitability stability

- **Rapidly** expand the province coverage
- **Less** money to set up
- **Less** consider the market
- **Less** consider consumer experience

Direct sales model

Cares consumer experience

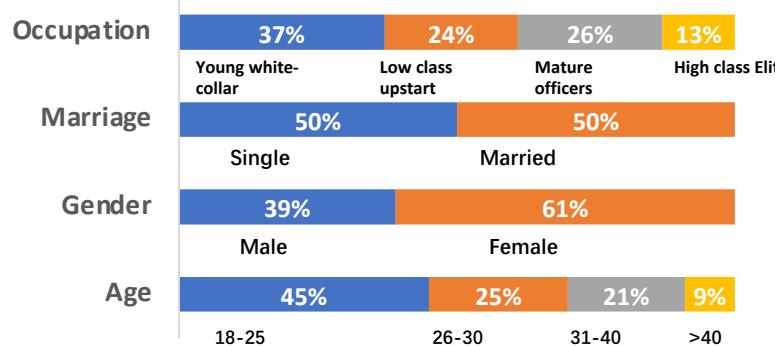
- **Easy** to manage staff training
- **Uniform** brand image
- **Obtain** primary consumer data
- **More** consider the market
- **More** consider consumer experience

Tasks for XPENG:

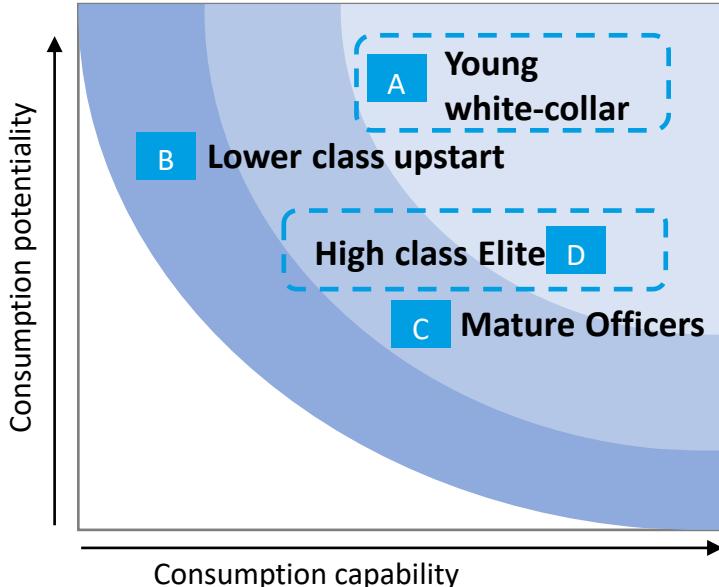
XPENG needs to think more about how to use business models properly to improve user experience and standardized services

Consumer analysis: Consumption preference embodies by consumer experience, battery performance, brand image and trendy technology

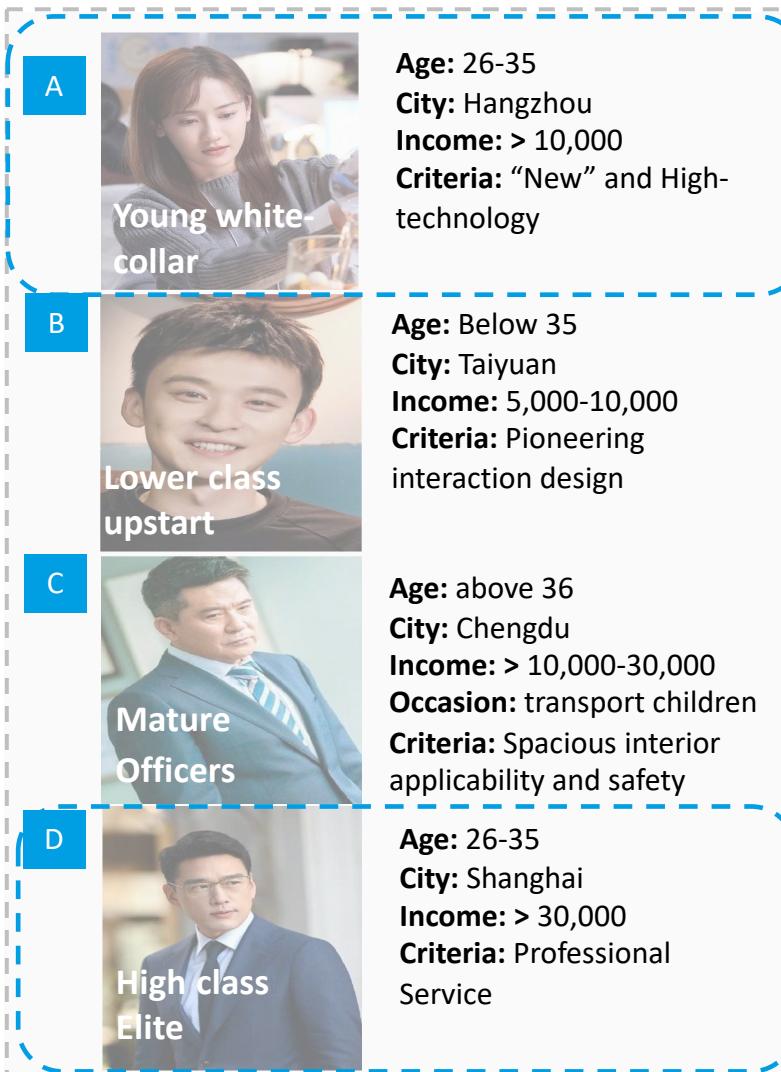
1 Most consumers are young white-collar



2 Young white-collar and high-class elite are the key to enter Mid-high market



2 4 typical consumers in Mid-high market



Key Purchasing Criteria

Customer Experience

- Great interior applicability
- Fast delivery time
- Perfect After-sales maintenance

Brand image

- Idea of environmental protection
- Well-known brand product

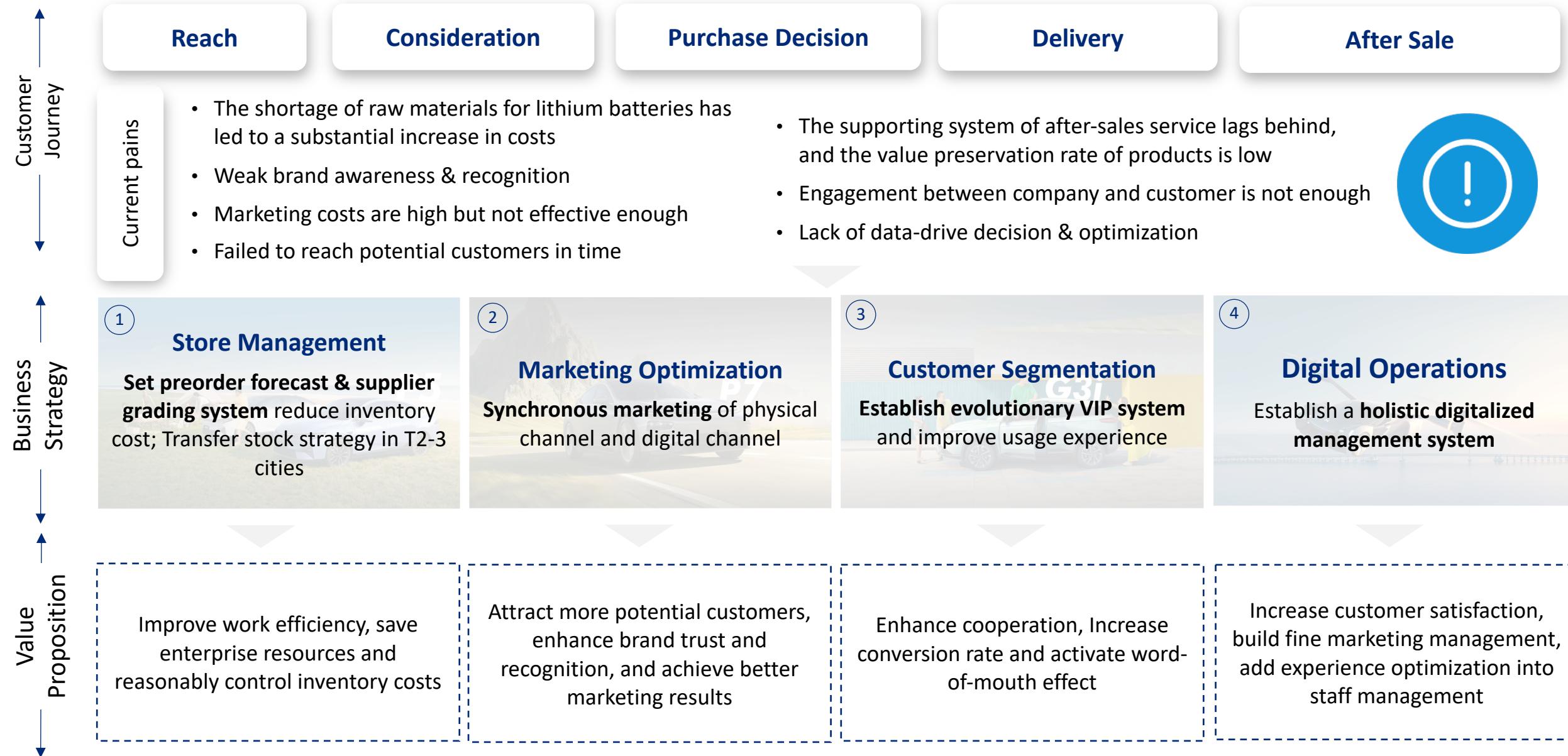
Battery Performance

- Strong and stable battery duration
- Long battery longevity

Trendy Technology

- New Design and enough interior space
- Pioneering interaction service on APS

Strategy overview: For entering mid-to-high-end market, XPENG should focus on 4 main business strategy: store management, marketing optimization, customer segmentation and digital operations



Store Management: XPENG is expected to decline inventory cost through stock management

Preorder

1.1 Payment of deposit before purchase



Forecast sales volume & revenue

- Control inventory proportion of different products
- Reduce waiting period for each car owner

1.2 Sales volume & revenue testing



Adjust inventory situation

- Decide on the need to increase or reduce the inventory of other products

Stock management

2.1 Inventory cost control



Reduce inventory & variable cost

- Speed up inventory turnover rate and production cycle
- Reduce customer's waiting period after payment of deposit

2.2 Control Work-in-progress production



Increase inventory utility

- Keep inventory staying between safe-line and over-volume line
- Ensure inventory keep up with sales

Grading system

3.1 Settle grading system for suppliers



Secure quality & price of car components

- Secure production period of each product and support enough sales volume
- Ensure bargain & purchase power

3.2 Filter high standard supplier



Ensure effective cooperation

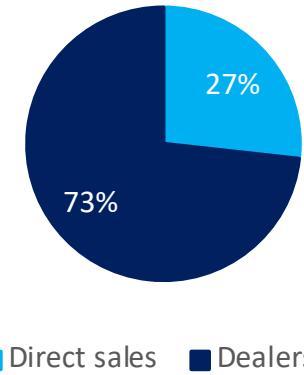
- Trace performance half a year
- Detect potential risks and problems among suppliers

① **Store Management : XPENG is expected to decrease the amount of dealerships in T2-3 Cities to improve customer's satisfaction, control stock and inventory cost**

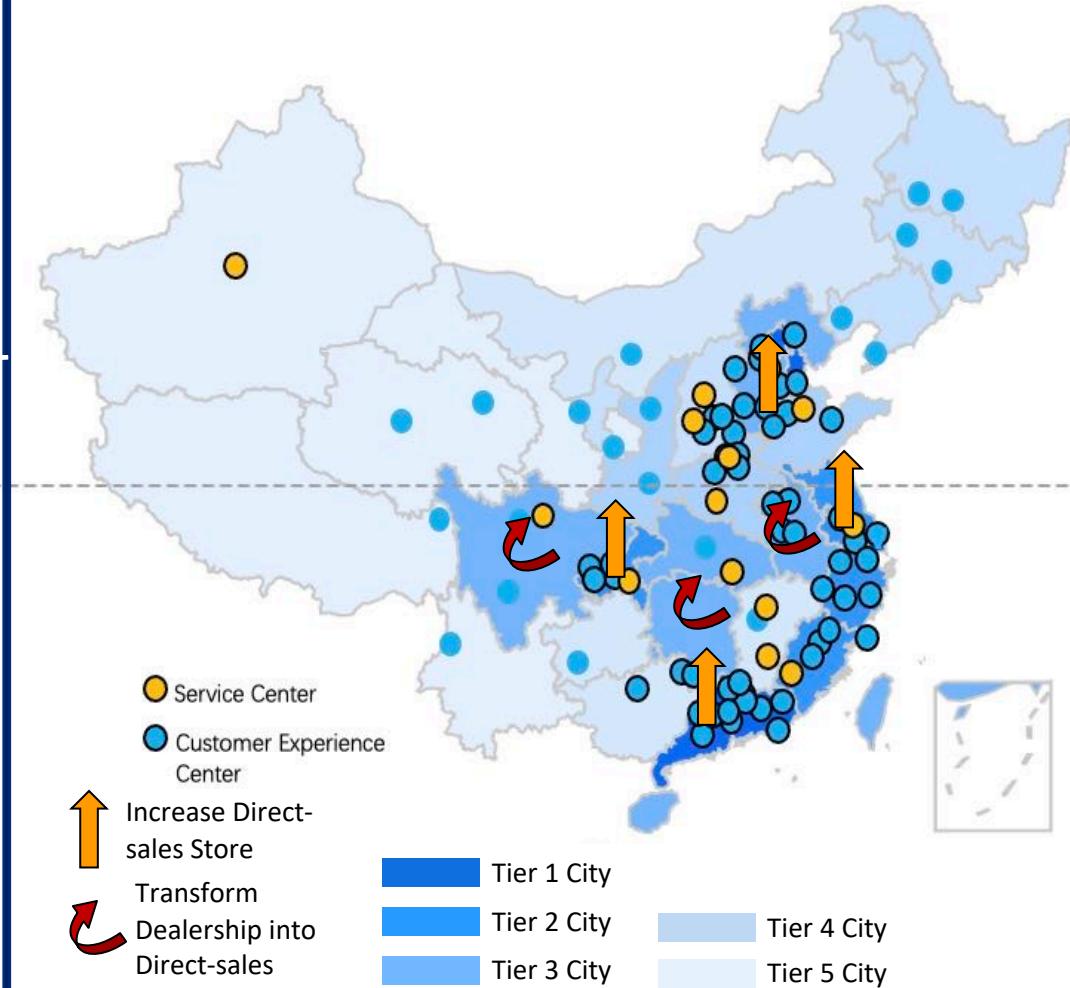
2018- 2021Q3
XPENG's Store Segmentation



2021 Customer Complaints



We identified 26 T1-2 cities and 101 T3-5 cities



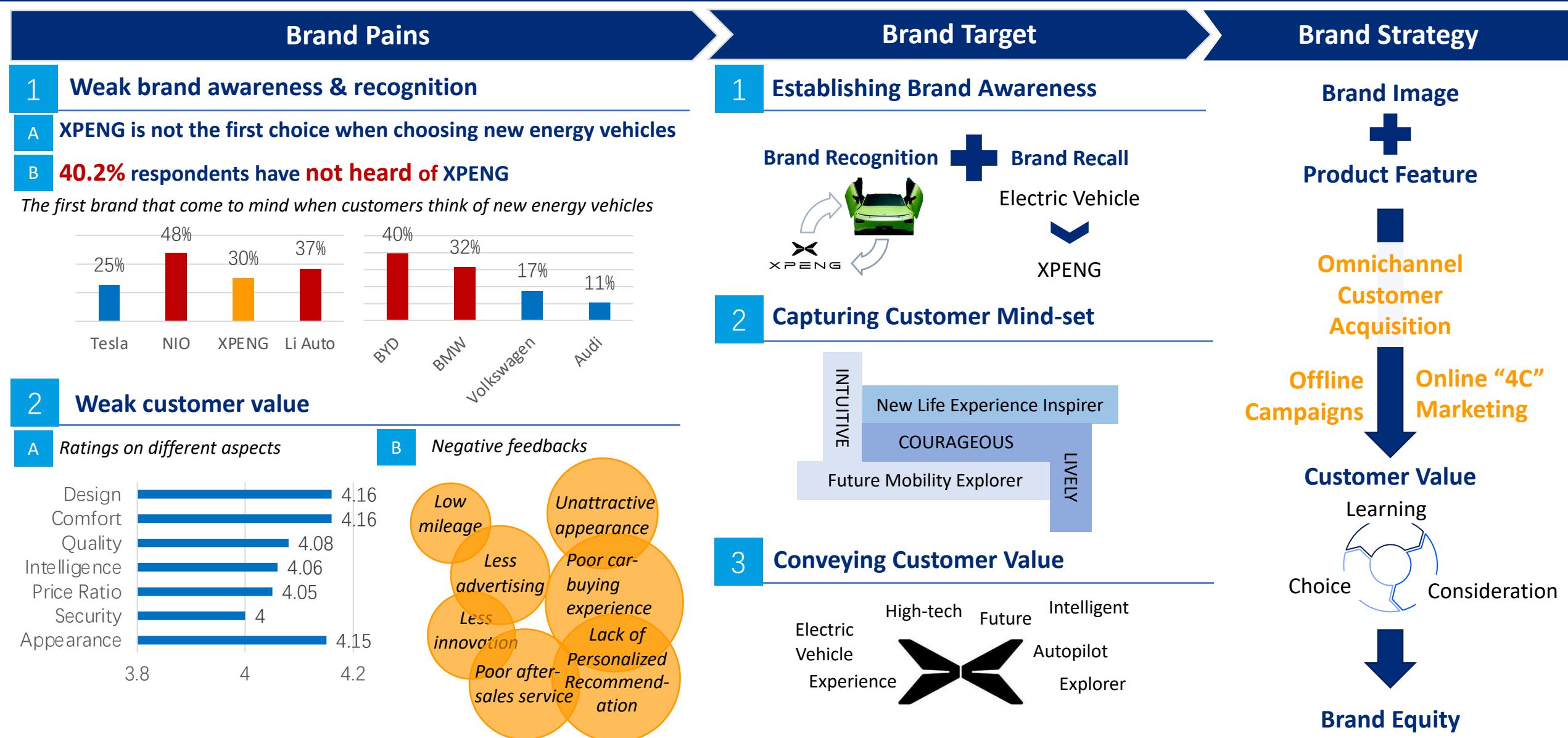
① In Tier 1–2 Cities:

- **Increase direct-sales**, especially focus on customer experience center
- Create more **value opportunities** for best-sellers including G9 for entering the upper market

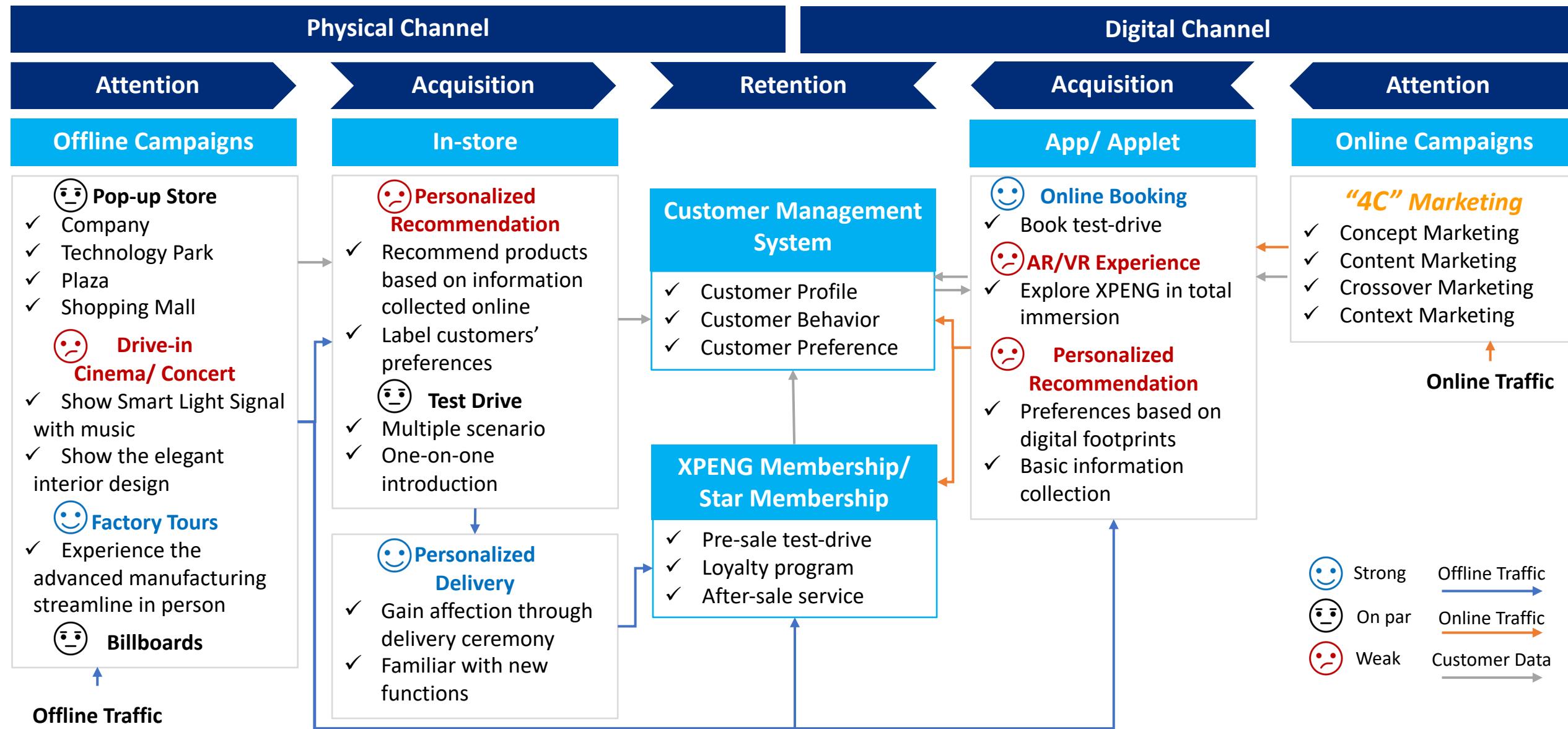
② In Tier 3-5 Cities:

- **Decrease dealerships** to control cost and sales and management expenses
- Focus on **Service Center and employees' training** section to provide better services for customers (product introduction & after-sale services)

② Marketing: To enhance brand awareness and convey customer value better, XPENG should launch omnichannel marketing campaigns to transform brand image and product feature into brand equity



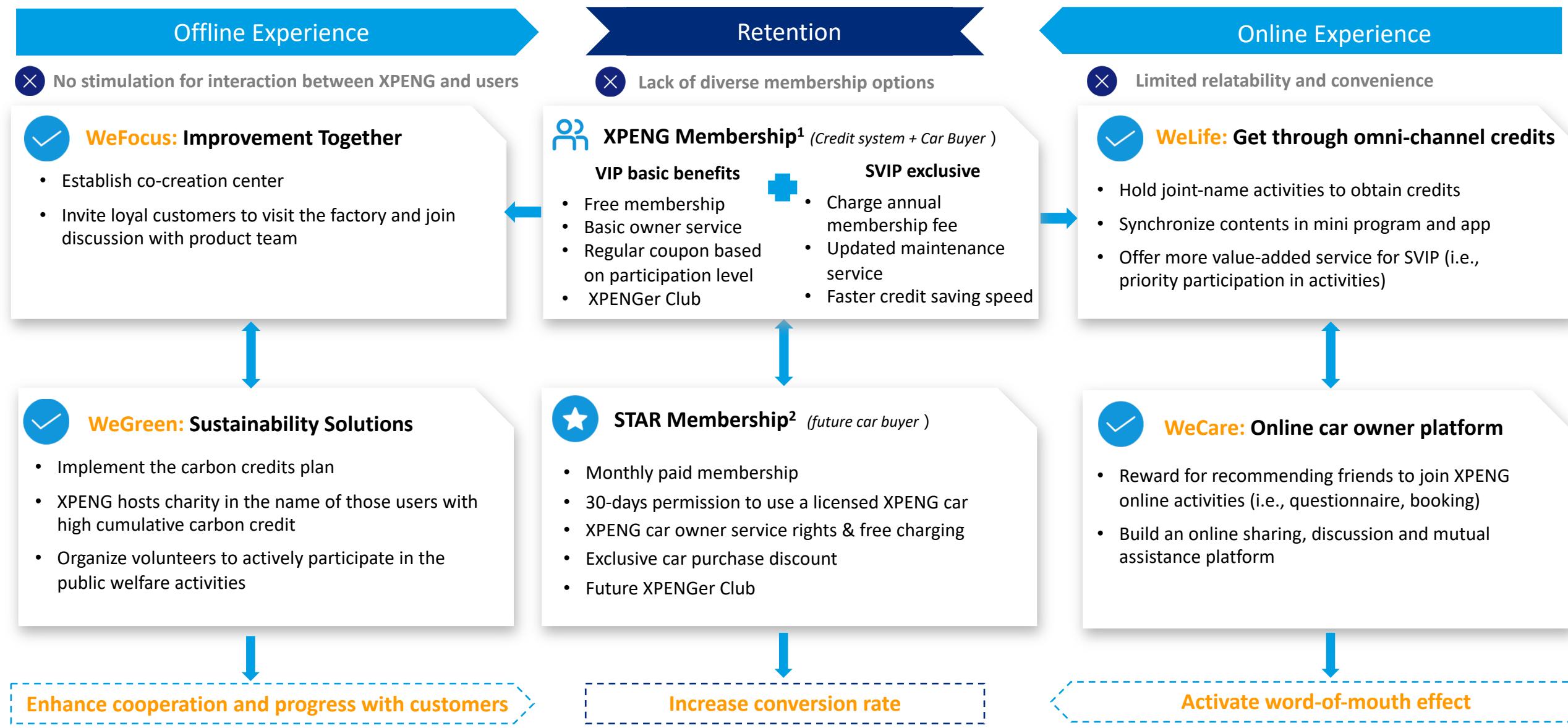
② Marketing: Omnichannel customer acquisition conveys differentiated product features and increases conversion rate and loyalty as offline campaigns attract offline traffic and “4C” marketing attracts online traffic



② Marketing: Online channel integration expands brand awareness by crossover marketing and content marketing while capturing customer mind-set by concept marketing and context marketing

Online Channel	4C Strategy
<p>Automotive Vertical Channel</p> <p>Feature: suitable for advertising product features Target Group: intend to buy a car or compare cars Pain Point: difficult to judge the authenticity & fragmented information</p>	<p>Crossover Marketing</p> <p>Objective: expand the potential user base by targeted advertising to certain users Main Channels: show sponsorship & social media Content: cooperation with shows/ celebrities/ KOLs in sport, tech, game or travel field</p>
<p>Social Media</p> <p>Feature: wide coverage, suitable for building brand image Target Group: hundreds of millions of users at all levels Pain Point: low impact & short user attention</p>	<p>Content Marketing</p> <p>Objective: expand brand voice & awareness Main Channels: social media, short/medium video KOL Content: create hotspots with celebrities/ IPs/ KOLs; interact with users Format: brand promotion film, advertising film</p>
<p>Video Media</p> <p>Feature: targeted marketing Target Group: targeted users through KOL (short/ medium video) & tier-1&2 city users (long video) Pain Point: too many advertising implants</p>	<p>Concept Marketing</p> <p>Objective: convey the brand concept and build brand image Main Channels: opening screen ads/ infomercials in video media and social media Content: showcasing the concept of XPENG automotives</p>
	<p>Context Marketing</p> <p>Objective: showcase product features in real life scenarios Main Channels: automotive media, short/medium video KOLs Content: show the use of the product in different scenarios, focusing on users' emotional/ functional needs</p>

③ Customer Management: XPENG should provide more membership options and improve online and offline experience for enhancing customer conversion rate

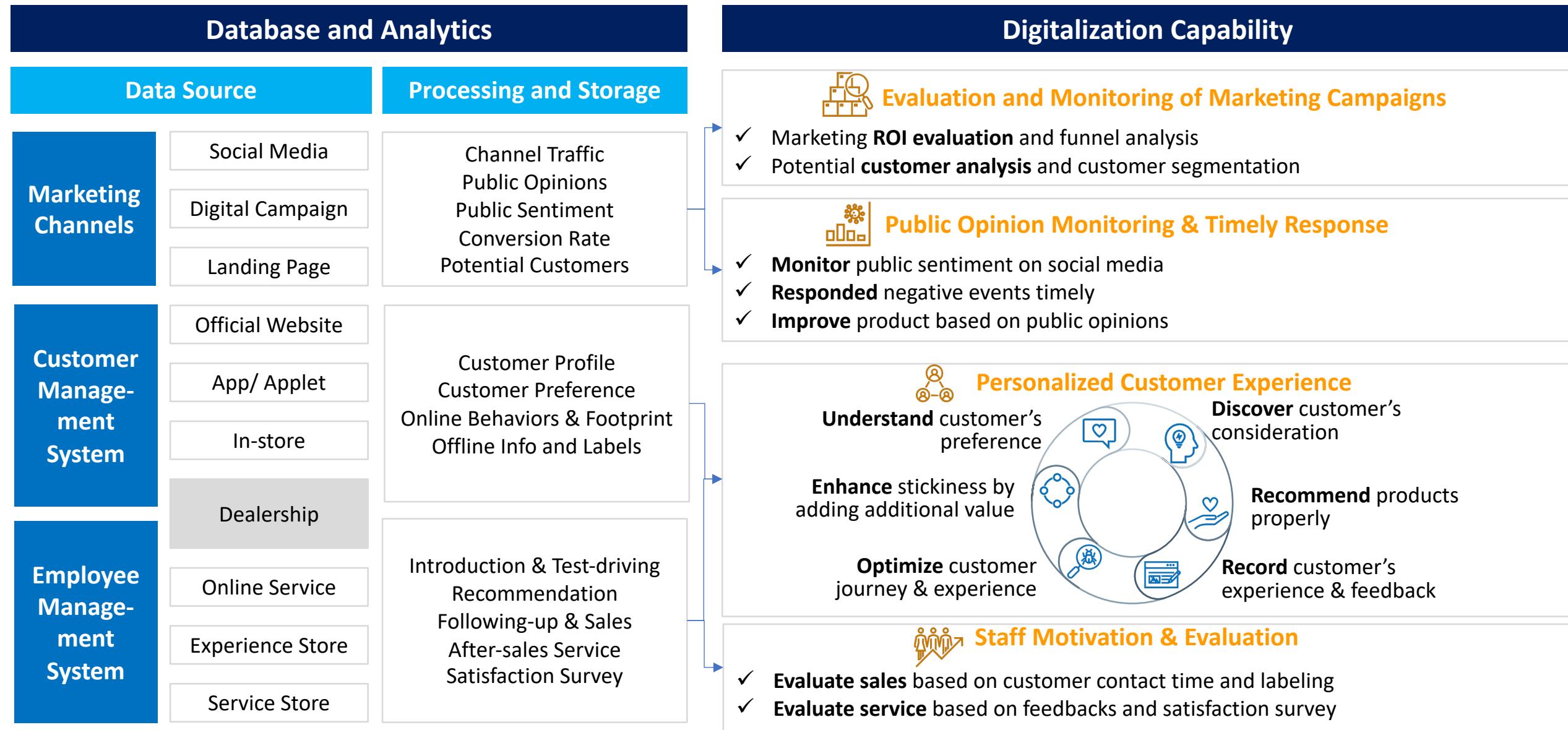


Notes 1,2: detailed rules for membership refer to appendix 2

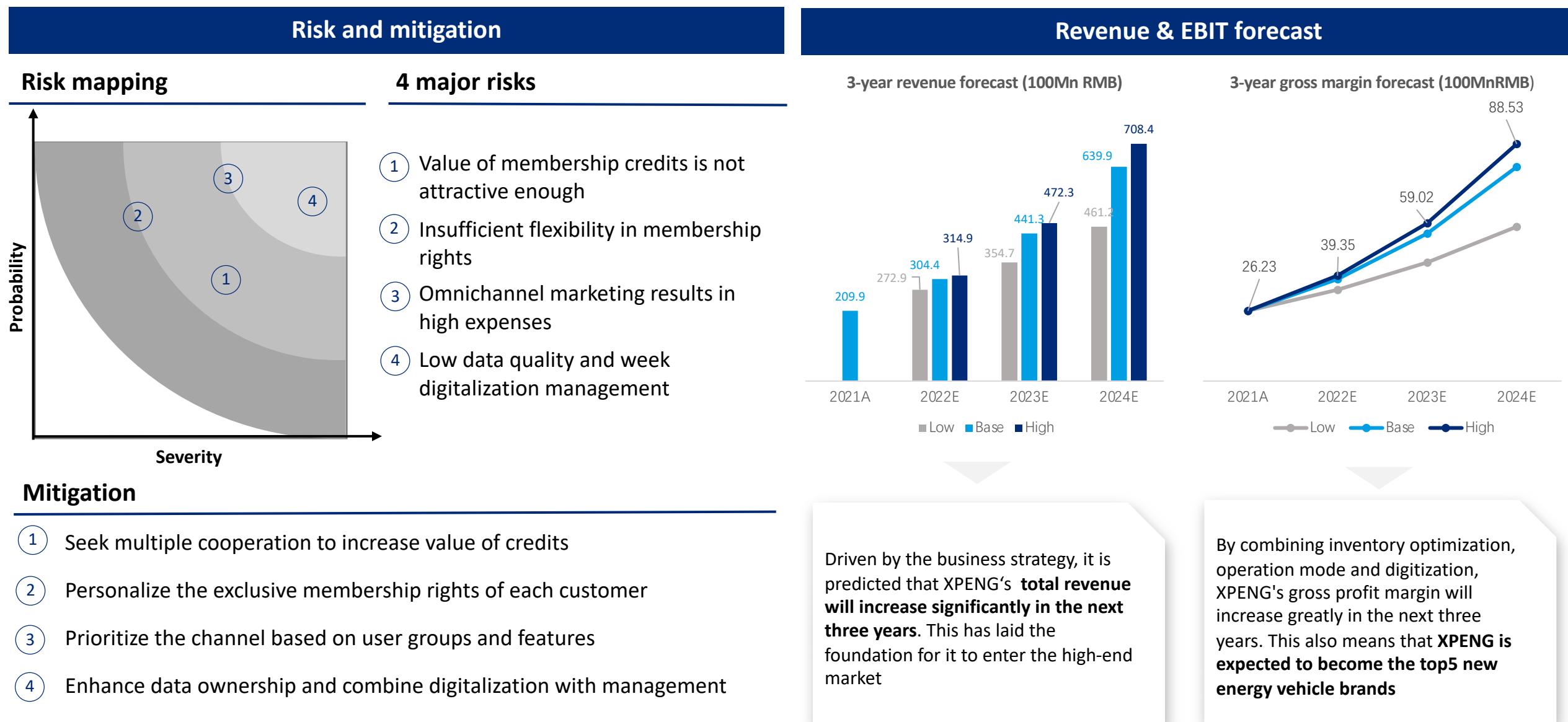
Sources: McKinsey Report, KARMENS analysis

KARMENS

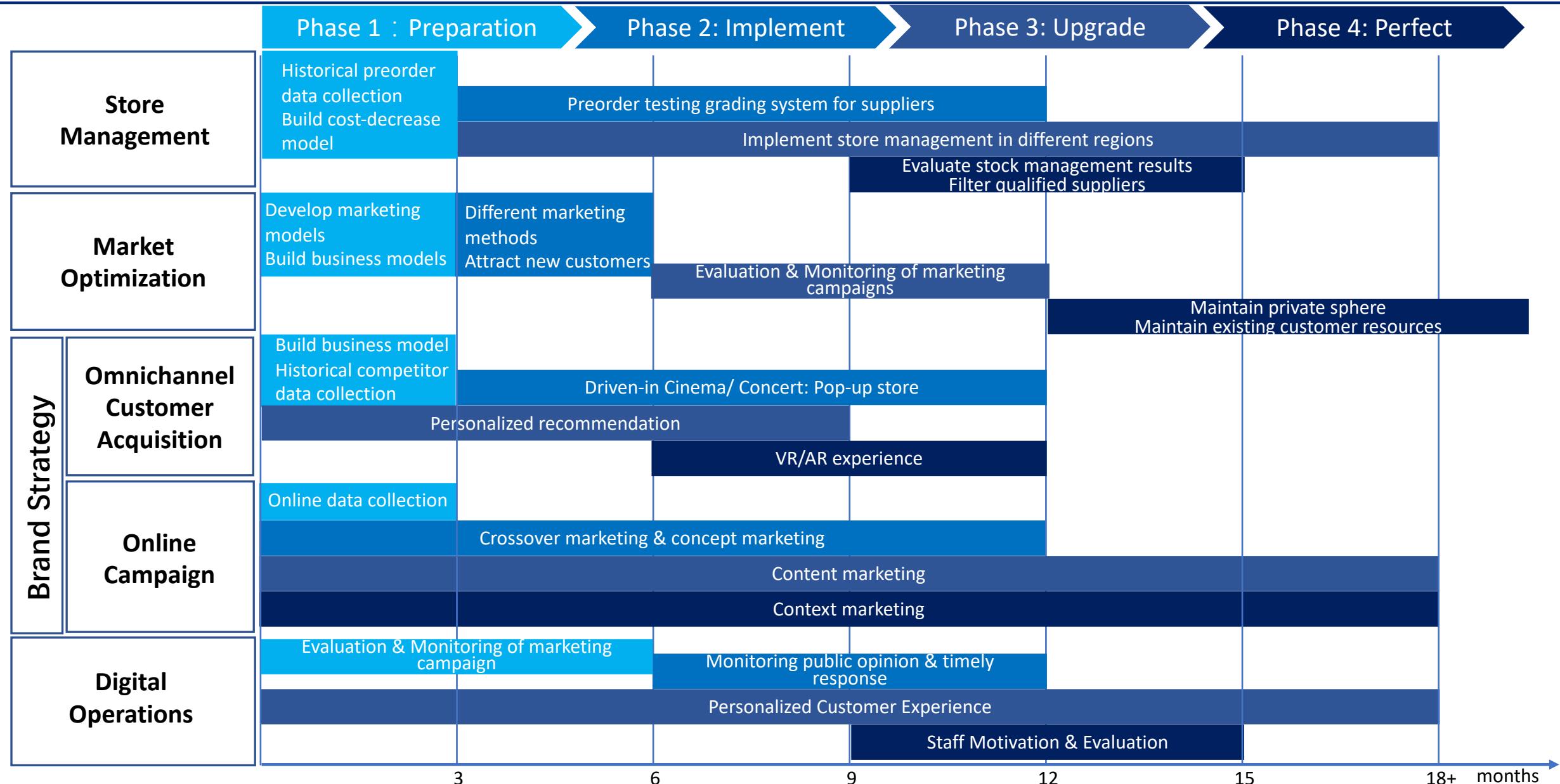
④ **Digital Operations:** By utilizing its data asset in marketing and customer management, XPENG could enhance its digitalization capability to increase customer satisfaction and build fine marketing management



Implementation: XPENG can achieve promising revenue growth and realize EBIT increase by strategy implementation, while proper actions should be taken to mitigate risks



Overall timeline & implementation for each strategy





THANK YOU FOR WATCHING

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Appendix 1: Questionnaire design

1、您的性别是 【单选题】

男

女

4、您的婚姻状况是 【单选题】

单身

已婚

2、您的年龄是 【单选题】

18岁以下

18~25

26~30

31~40

41~50

51~60

60岁以上

5、您的家庭成员的人数是 【单选题】

1

2

3

4

5

6及以上

7、您现在是否拥有汽车 【单选题】

是(请跳至第8题)

否(请跳至第9题)

10、您是否有购置或换购新能源汽车的想法？

【单选题】

是 (请跳至第11题)

否 (请跳至第13题)

8、您现在拥有的车型是 【单选题】

(请跳至第10题)

燃油车

混合动力电动汽车 (HEV)

纯电动汽车 (BEV)

燃料电池电动汽车 (FCEV)

其他

11、您现在计划购买的车型是？ 【单选题】

混合动力电动汽车 (HEV)

纯电动汽车 (BEV)

燃料电池电动汽车 (FCEV)

其他

都可以

3、您居住的城市是 【填空题】

省份

城市

5千-1万

1万-3万

3万-5万

5万以上

9、您没有购买车的原因是 【多选题】

经济因素

无购车资格 (暂无牌照等)

无购车需求

其他

12、您购买新能源汽车最主要的原因或用途为？

【多选题】

上下班代步

接送家人朋友

娱乐休闲

长途旅行

短途旅行

商务会面

其他

Appendix 1: Questionnaire design

13、您觉得新能源汽车可能存在的问题是 【多选题】

- 百公里加速度慢
- 充电时间长
- 电池续航能力差
- 电池老化
- 充电桩难找
- 性价比低
- 电池不安全（电池自燃）
- 自动驾驶技术不安全
- 无购车需求

14、您从哪个渠道了解新车 【多选题】

- 汽车垂直网媒（汽车之家、懂车帝）
- 家人、朋友或同事拥有这个品牌的车
- 自己过去的经验
- 车展
- 汽车经销商
- 网络视频平台（如抖音、快手、爱奇艺）
- 电视广告和节目
- 展示类广告
- 社交媒体（微信、知乎、小红书）
- 其他

15、如果您已购或预购，您选择什么样的价位？ 【单选题】

- 10万以下
- 10万-20万
- 20万-30万
- 30万-40万
- 40万以上

16、如果您购车，您会关注哪些方面？

【多选题】

- 驾驶体验感、舒适度较好
- 对于老人/小孩的舒适度
- 价格
- 环保/低碳出行/可持续发展理念
- 续航里程
- 品牌形象
- 自动驾驶（自动泊车，自动跟车）
- 人机交互更智能
- 设计感和内部空间
- 安全性能
- 售后服务
- 补贴、牌照、路权等政策优惠

17、提到新能源汽车，您最先想到的品牌是？

【多选题】

- 理想
- 蔚来
- 宝马
- 比亚迪
- 小鹏
- 大众
- 特斯拉
- 奥迪
- 其他

18、您听说过小鹏汽车么 【单选题】

- 有（请跳至第19题）
- 没有（结束问卷）

19、您认为小鹏是（0星代表不够好，5星代表非常好）

【矩阵打分题】（请填1-5数字打分）

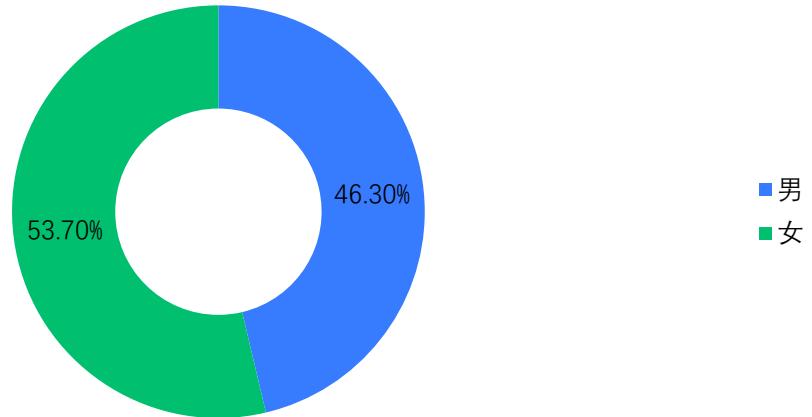
外观；安全；性价比；智能化；质量；舒适感；设计感

20、您觉得小鹏有什么需要改善的地方吗？（购车体验、使用体验、用户服务等） 【填空题】（选填）

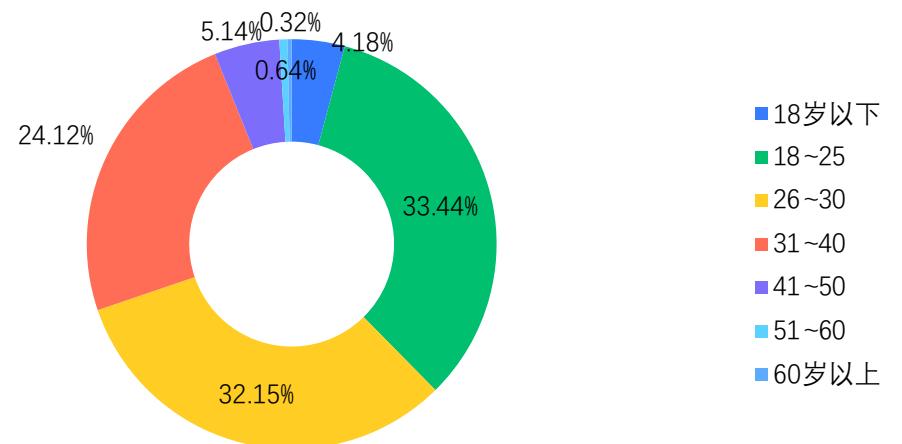
21、如果您愿意成为我们的访谈对象，分享您对新能源汽车的想法，请留下您的联系方式（微信或者电话），感谢您的支持！ 【填空题】（选填）

Appendix 1: Questionnaire Analysis

Q1



Q2

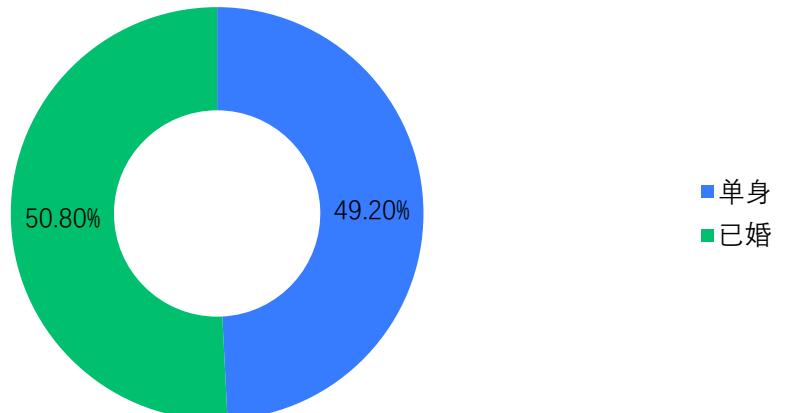


选项	回复情况
男	46.30%
女	53.70%
回答人数	311

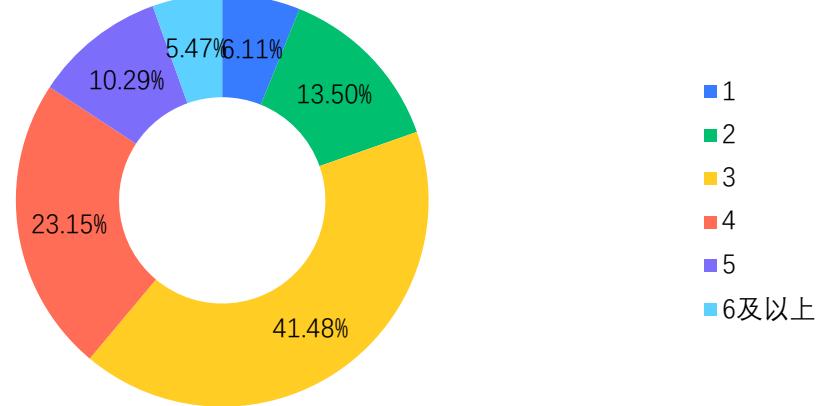
选项	回复情况
18岁以下	4.18%
18~25	33.44%
26~30	32.15%
31~40	24.12%
41~50	5.14%
51~60	0.64%
60岁以上	0.32%
回答人数	311

Appendix 1: Questionnaire Analysis

Q4

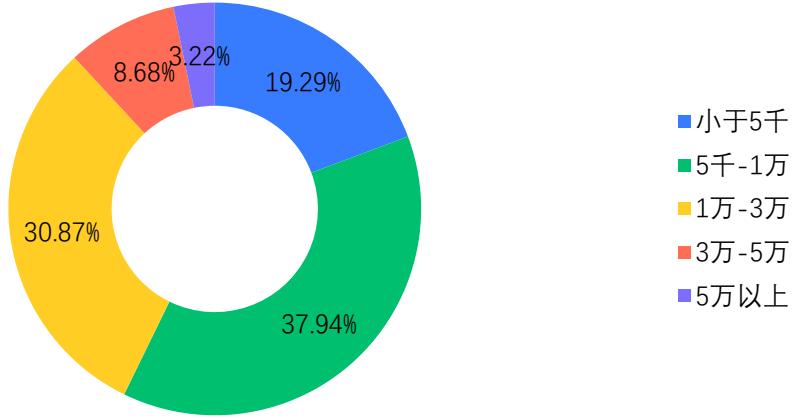


Q5

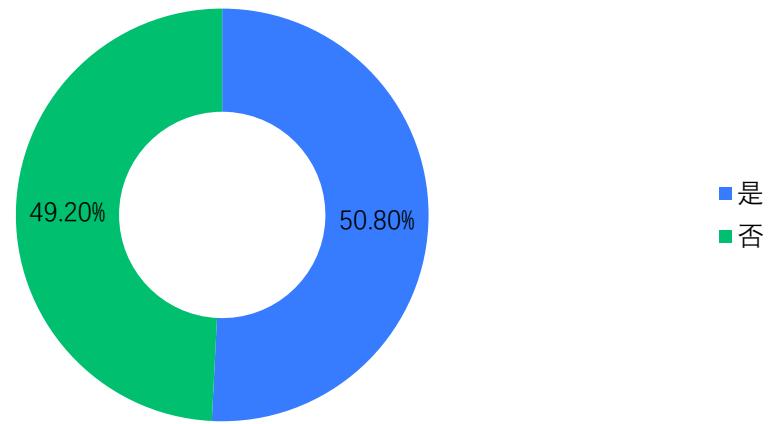


Appendix 1: Questionnaire Analysis

Q6

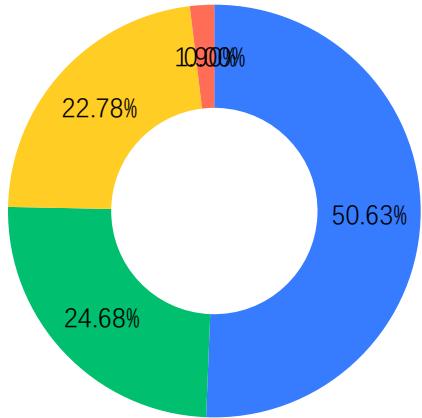


Q7



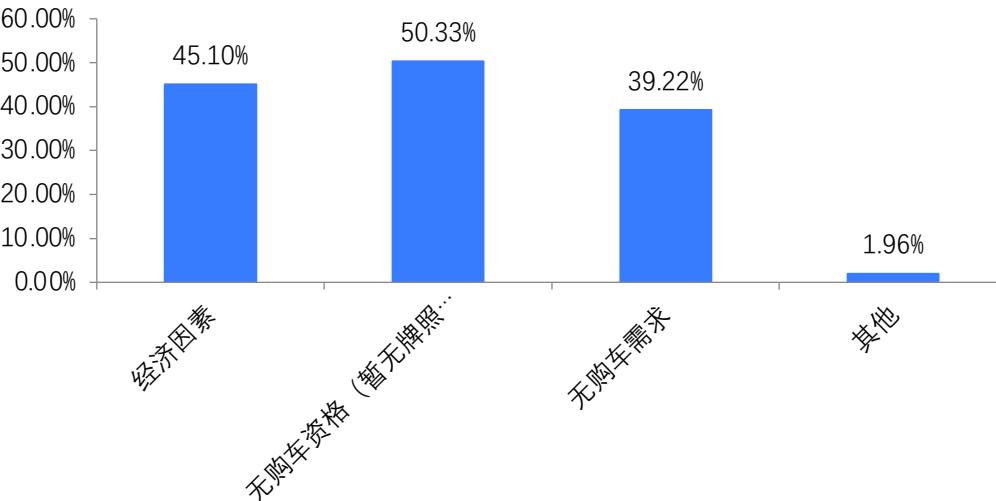
Appendix 1: Questionnaire Analysis

Q8



- 燃油车
- 混合动力电动汽车 (HEV)
- 纯电动汽车 (BEV)
- 燃料电池电动汽车 (FCEV)
- 其他

Q9

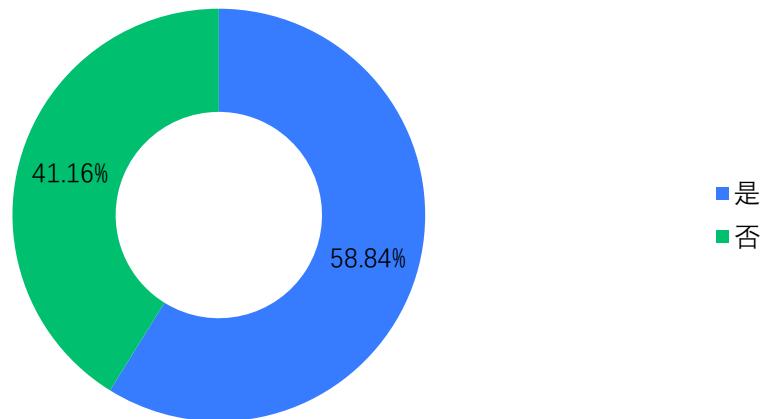


选项	回复情况
燃油车	50.63%
混合动力电动汽车 (HEV)	24.68%
纯电动汽车 (BEV)	22.78%
燃料电池电动汽车 (FCEV)	1.90%
其他	0.00%
回答人数	158

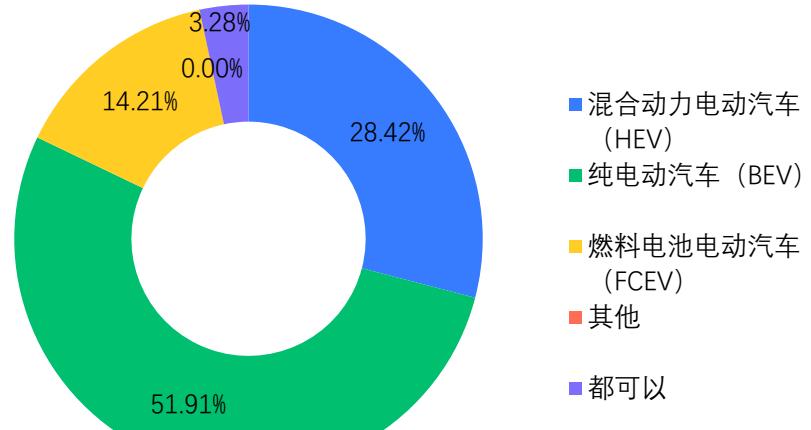
选项	回复情况
经济因素	45.10%
无购车资格 (暂无牌照等)	50.33%
无购车需求	39.22%
其他	1.96%
回答人数	153

Appendix 1: Questionnaire Analysis

Q10

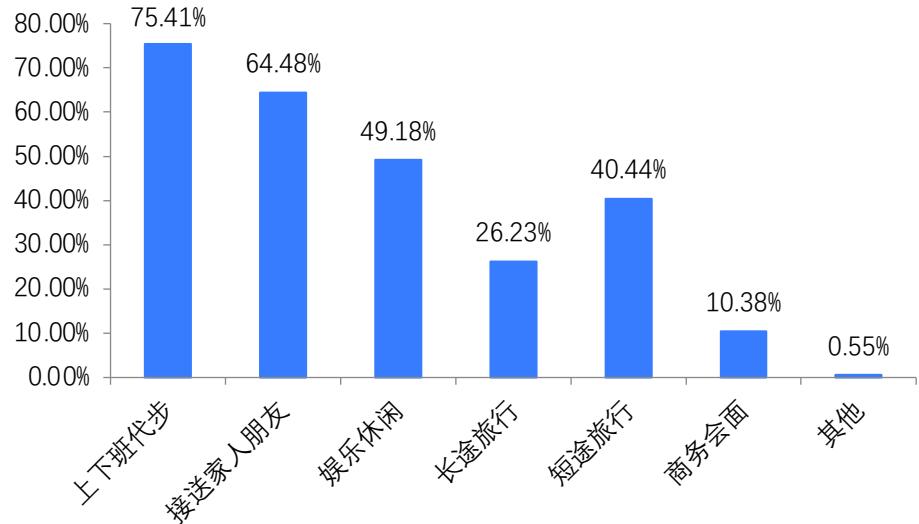


Q11



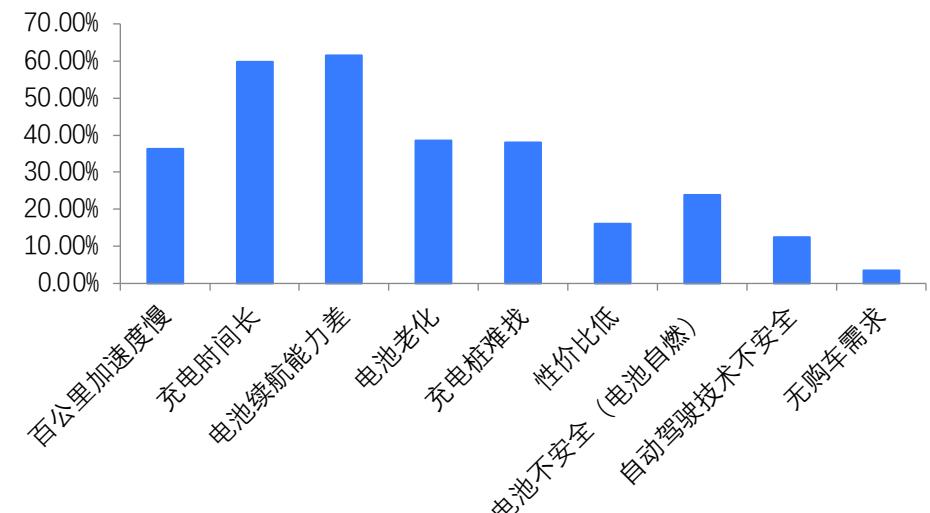
Appendix 1: Questionnaire Analysis

Q12



选项	回复情况
上下班代步	75.41%
接送家人朋友	64.48%
娱乐休闲	49.18%
长途旅行	26.23%
短途旅行	40.44%
商务会面	10.38%
其他	0.55%
回答人数	183

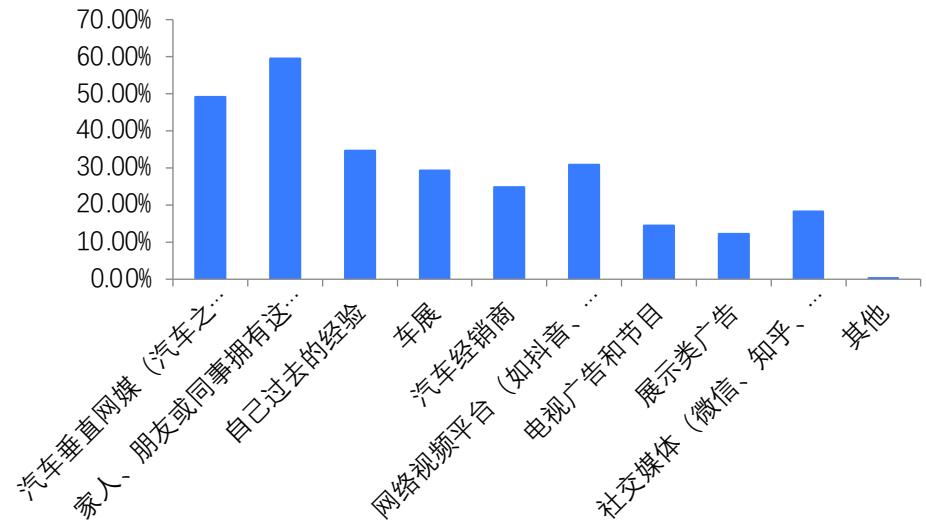
Q13



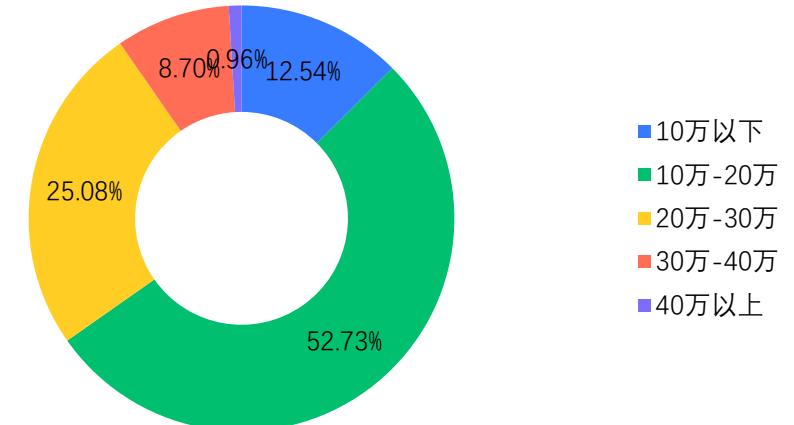
选项	回复情况
百公里加速度慢	36.33%
充电时间长	59.81%
电池续航能力差	61.41%
电池老化	38.59%
充电桩难找	37.94%
性价比低	16.08%
电池不安全 (电池自燃)	23.79%
自动驾驶技术不安全	12.54%
无购车需求	3.54%
回答人数	311

Appendix 1: Questionnaire Analysis

Q14



Q15

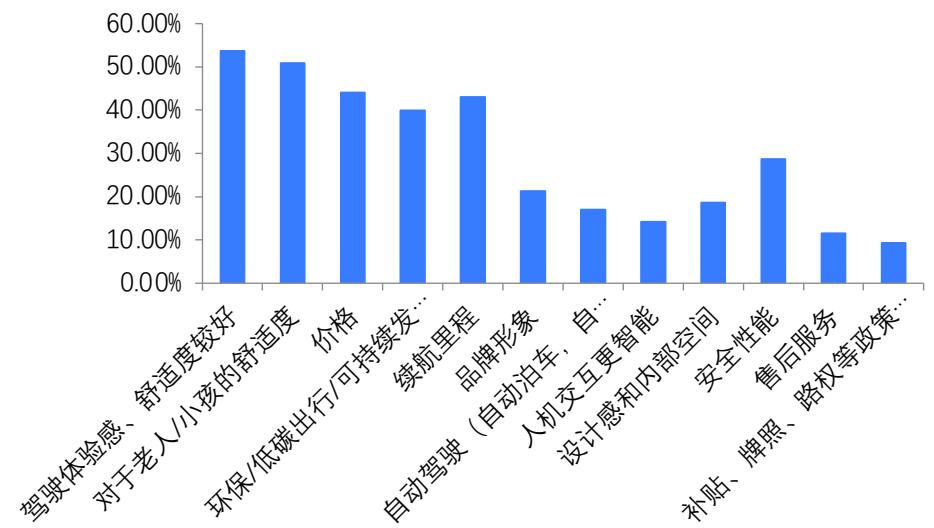


选项	回复情况
汽车垂直网媒 (汽车之家、懂车帝)	49.20%
家人、朋友或同事拥有这个品牌的车	59.49%
自己过去的经验	34.73%
车展	29.26%
汽车经销商	24.76%
网络视频平台 (如抖音、快手、爱奇艺)	30.87%
电视广告和节目	14.47%
展示类广告	12.22%
社交媒体 (微信、知乎、小红书)	18.33%
其他	0.32%
回答人数	311

选项	回复情况
10万以下	12.54%
10万-20万	52.73%
20万-30万	25.08%
30万-40万	8.70%
40万以上	0.96%
回答人数	311

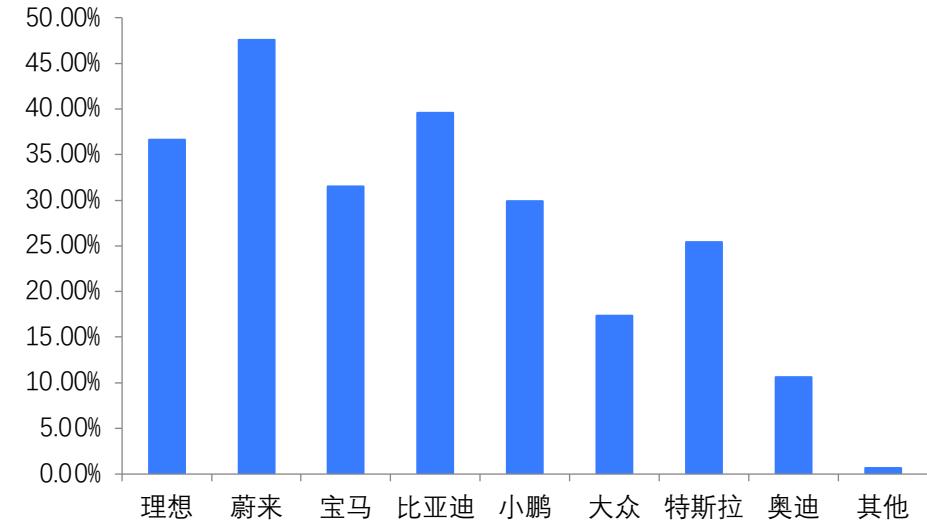
Appendix 1: Questionnaire Analysis

Q16



选项	回复情况
驾驶体验感、舒适度较好	53.70%
对于老人/小孩的舒适度	50.80%
价格	44.05%
环保/低碳出行/可持续发展理念	39.87%
续航里程	43.09%
品牌形象	21.22%
自动驾驶（自动泊车、自动跟车）	17.04%
人机交互更智能	14.15%
设计感和内部空间	18.65%
安全性能	28.62%
售后服务	11.58%
补贴、牌照、路权等政策优惠	9.32%
回答人数	311

Q17



选项	回复情况
理想	36.66%
蔚来	47.59%
宝马	31.51%
比亚迪	39.55%
小鹏	29.90%
大众	17.36%
特斯拉	25.40%
奥迪	10.61%
其他	0.64%
回答人数	311

Appendix 1: Questionnaire Analysis

Q18

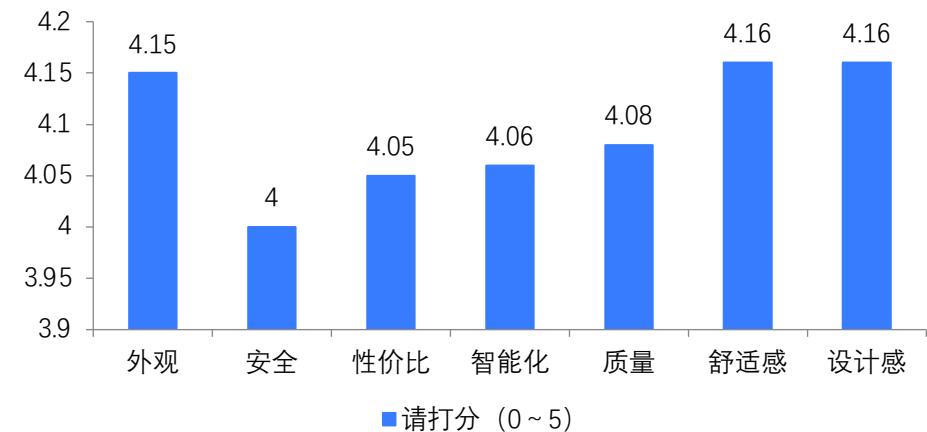


■ 有
■ 没有

选项	回复情况
有	59.81%
没有	40.19%
回答人数	311

Q19

请打分 (0 ~ 5)



■ 请打分 (0 ~ 5)

	请打分 (0 ~ 5)
外观	4.15
安全	4.00
性价比	4.05
智能化	4.06
质量	4.08
舒适感	4.16
设计感	4.16

回答人数 79

Appendix 1: Questionnaire Analysis

Q20

行标签	计数项: 标签
产品种类少	1
充电桩覆盖面小	1
创新少	2
电池安全问题/续航能力	11
服务待改善	1
个性化推荐少	1
购车体验待改善	2
好	1
售后服务待改善	3
舒适性低	2
体验店覆盖面小/数量少	1
外观待改善	4
性价比低	7
性能差	1
宣传力度小	2
优惠力度待加大	1
有科技感	1
智能化低	1
(空白)	
总计	43

Appendix 2: VIP system

XPENG Membership		
VIP	SVIP	STAR Membership
<p>VIP basic rights</p> <ul style="list-style-type: none">• Free first-time car maintenance service• Onsite maintenance and parts replacement service• Vehicle transportation service• Traffic violation inquiry service <p>Points can be obtained through the following three sections:</p> <ul style="list-style-type: none">• Interactive Section: Users can get points by posting, commenting, raising fans, etc.• Participation Section: Users can get points by participating in offline activities, APP public beta, volunteer activities, etc.• Recommendation Section: Users can get points by recommending friends to test drive, complete orders, complete delivery, etc.	<p>VIP rights inclusive</p> <p>¥699/year SVIP service</p> <ul style="list-style-type: none">• 1.5x/1.5 times customer points• 2% off for online XPENG store• Pick-up service (twice)• Basic maintenance(once)• Car wash service (6 times) / Unlimited data roaming <p>¥1999/year or ¥2999/year SVIP plus service(based on vehicle model)</p> <ul style="list-style-type: none">• Double customer points• 5% off for online XPENG store• Repair scratches (once)• Basic maintenance• Pick-up service (unlimited)• Unlimited data roaming• Car wash service (6 times)• Wiper replacement(once)	<p>VIP rights inclusive</p> <p>Price based on vehicle models For reference only: P7&G9 ¥10000/month G3i & P5 ¥ 7000/month</p> <ul style="list-style-type: none">• Monthly paid membership• 30-days permission to use a licensed XPENG car• Free charging for 800 km• Exclusive follow-up service• Exclusive car purchase discount (based on vehicle models)• Subscription benefits: Joint product, peripheral products etc.• Future XPENGer Club
Design based on XPENG 悅鵬服务 & 鵬友圈		

Appendix 3: XPENG's Finance Situation

1 Profitability

(100Mn Yuan)	2019	2020	2021
revenue	23.21	58.44	209.9
gross margin	-5.581	2.66	26.23
net margin	-36.92	-27.32	-48.63
revenue speed	238.20%	151.78%	259.12%
gross margin speed	-235.40%	147.66%	885.96%
net margin speed	-163.91%	26.00%	-78.01%

2 Expense breakdown

	2019	2020	2021
gross margin	-24.05%	4.55%	12.50%
sales expense ratio	50.19%	49.98%	25.27%
R&D expense ratio	89.19%	29.53%	19.60%
operating expense ratio	139.38%	79.52%	44.88%

Appendix 4: Finance Analysis

1 XPENG's Financial Forecast 2020A — 2023E

小鹏汽车				
项目/年度	2020A	2021A	2022E	2023E
营业收入(百万元)	5844.30	21152.20	30563.00	56654.40
增长率%	152%	156%	104%	85%
净利润(百万元)	(2991.80)	(3248.10)	(3231.90)	(2765.60)
每股收益EPS(元)	(1.80)	(1.90)	(1.90)	(1.60)
毛利率%	4.6%	13.7%	15.3%	16.3%
PS (XPEV)	38.20	14.90	7.30	3.90
PS (0.9868.HK)	37.80	14.80	7.20	3.90

2 Company comparison financial forecast 2020A — 2023E

PE/PS估值	相对价值模型：	同类公司估值比较	公司代码	公司名称	投资评级	总市值 (亿元)	营业收入(亿元)			PS		
							2020A	2021A	2022E	2020A	2021A	2022E
			TSLA.O	特斯拉 (TESLA)	无评级	66300	2009	3497	5506	30	19	15.75
			NIO.N	蔚来	无评级	2133	163	361	524	19	11	15
			2015.HK	理想汽车-W	无评级	1722	95	270	365	20	6.23	5
			平均				756	1376	2132	23	12	12
			9868.HK	小鹏汽车-W	买入	1500	58	210	304	38	14	7