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1. Introduction

Established by a small group of engineers from Silicon Valley in 2003, Tesla Motors is an automobile company that adopted the revolutionary idea of electric vehicles (EV). Starting with 5 ambitious envisioners, Tesla Motors, renamed Tesla in 2017, has attained a trillion market cap with over 100,000 employees. (Tesla, 2022 ; Nedelea, 2022) As the first commercially successful electric vehicle company to disrupt the mainstream automobile market, Tesla is a prime example of product and paradigm innovation. They introduced the mass market to an automobile that runs purely on battery and delivered a new perception to their audiences that vehicles can be 'green' unlike traditional fossil fuel cars**.** (Lancaster University, 2016) With Elon Musk as its CEO, Tesla has also been developing solar roofs, supercharging stations, and power walls along with its EV in recent years to achieve its mission to accelerate the world's transition to sustainable energy. (Awa-Abuon, 2022)

In the past 5 years, Tesla's performance and sales have proliferated. With the release of model X (2016), model 3 (2017), and the latest model Y car (2019), they now have nearly 2 million delivered vehicles and over $50 billion in revenue. Subsequently, Tesla jumped to the 65th position in Fortune 50 in 2022 from 384th in 2016. (Nedelea, 2022) According to Figure 1, Tesla had just delivered 759 thousand vehicles worldwide in 2016. In 2021, the sales rocketed to 935.95 thousand vehicles, which generated a revenue of $53.823 billion. (Carlier, 2022; Macrotrends, 2022) With this growth, Tesla now has an outstanding 3304 patents globally and 65 trademarks in 2022. (Insights, 2022)

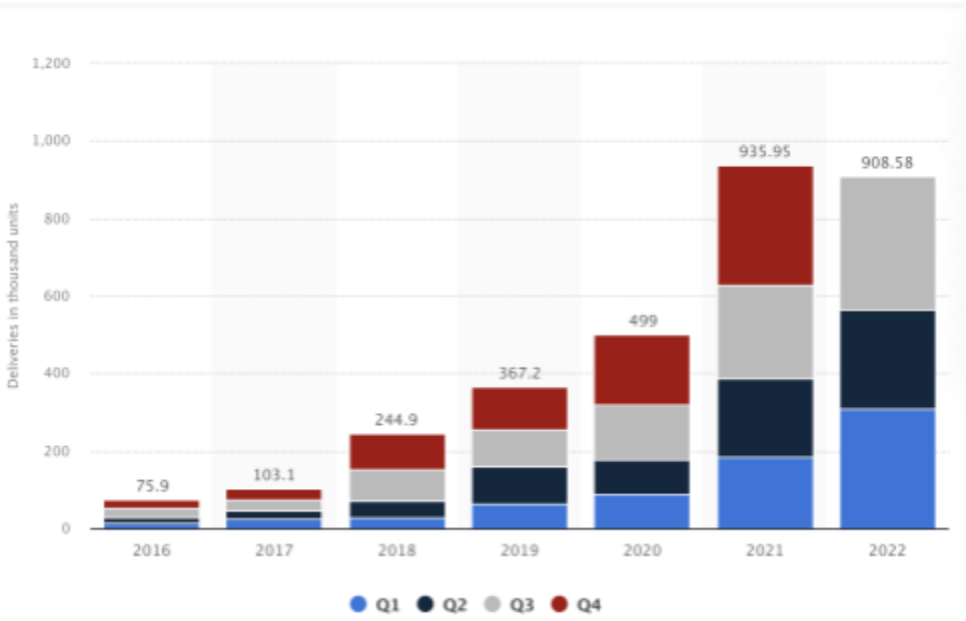

Figure 1: Number of Tesla vehicles delivered worldwide from 1st quarter 2016 to 3rd quarter 2022 (Carlier, 2022)

(in 1,000 units)

2. Diagnose the eight dimensions

2.1 Explain whether existing capabilities can deliver appropriate types of innovation

Tesla's EV is the epitome of the Blue Ocean Strategy in the past few years. Despite electric cars being in existence for so long, there were no significant commercially successful electric cars that were able to break the public market; thus, the market remains unconcentrated. (Fischer, 2016) Tesla seized this opportunity as leverage, bringing the most appealing EV to the marketplace, and until the present, this EV pioneer is uncontested. They understood that people want a practical, reliable, comfortable car and most importantly understood that the world needs sustainable energy. Therefore, in the last 8 years, they have executed a rationalist master plan as shown in Figure 2, to first release low-volume, high-end cars and gradually

manufacture high-volume, affordable EVs. (Wong, 2022) Alongside their electric cars, they also built sustainable technology such as solar panels and solar roofs in pursuit of their mission. (Dougherty, 2020).

Tesla was able to successfully take advantage of each strategy it used to fulfill its mission. The blue ocean strategy enabled them to easily gain recognition from society and hence gain maximum profit since competition is irrelevant. This initial strategy established a reliable foundation for their master plan that generated exponentially growing demand for Tesla's EVs. Consequently, these implemented schemes that enforced massive public recognition have made Tesla one of the most valuable automobile companies in the world. (Klebnikov, 2021) Currently**,** Musk is extending its plan which includes "creating solar roofs with seamlessly integrated battery storage", developing a "self-driving capability that is 10 times safer than manual driving", and ultimately achieving a very large scale in order to convert the earth's energy and transport infrastructure entirely. (Lambert, 2022)

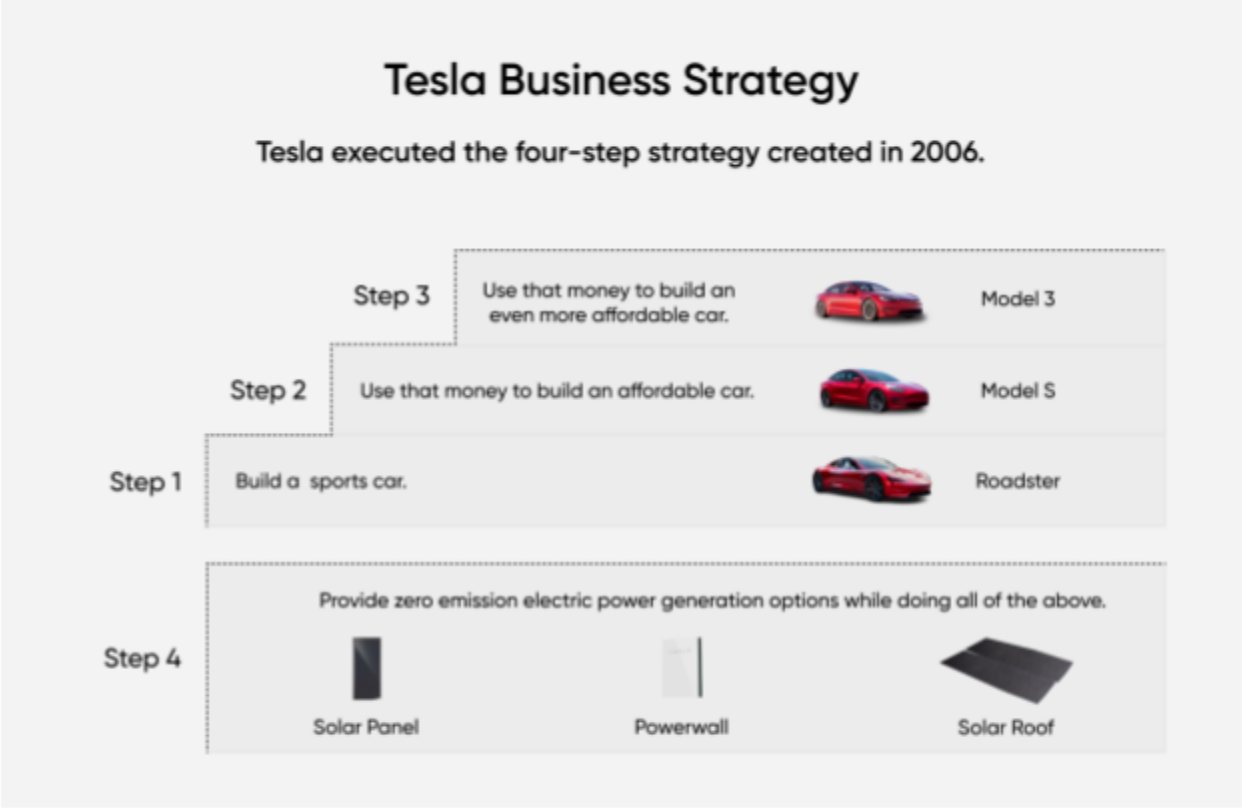

Figure 2: Tesla's master plan until 2019 (Wong, 2022)

2.2 Explain how people are recruited and rewarded for entrepreneurship

As a world-renowned company led by an ambitious leader, Tesla selects only the finest of talents. Starting with an application, a phone screening, a phone interview, and finally an onsite interview, Tesla filters millions of applicants per year in search of the best in each field. (Jurcisinova, 2022; Anon, n.d.) Tesla values passionate, highly collaborative problem solvers who are willing to learn over their experiences and qualifications. (Benton, 2021) To maximize their productivity, Tesla limits the number of employees at every meeting. These meetings only consist of top contributors who offer valuable contributions and are welcome to leave if they do not have anything to share. (Le, n.d.)

Tesla's culture optimizes the efficiency and effectiveness in the company. Although the recruitment process is rigorous, successful applicants are assured to boost the process and quality of Tesla's innovations. While constantly motivated to innovate, Tesla grants its employees the freedom to contribute and otherwise leave. Additionally, they give their employees authority over their jobs, encouraging their sense of responsibility and fostering problem-solving skills. These methods capitalize on their employees' passion, skills, and values to produce innovations while reducing unnecessary work processes.

However, Musk's ambitious targets led to a lot of employees reporting burnout. Tesla's employees are overworked, resulting in injury and fatigue. As evidence, numerous employees have described the work culture as "long hours under intense pressure, sometimes through pain and injury, in order to fulfill the CEO's ambitious production goals." (Palermo, 2022) Additionally, according to Perry and Evans (2018), there were recorded 722 injuries in 2017. Therefore, this shows how Musk's unrealistic goals have costed his employees' well-being and job satisfaction, which might affect their employees' morale. Since workers are the essence of a company, this might cause a fatal problem for Tesla in the future.

2.3 Explain how innovation challenges are identified

Tesla’s numerous accomplishments are a product of knowledge push and needs pull approach combined. (Lambert, 2022) Firstly, Tesla exhibits the knowledge push by exploiting the knowledge and capabilities of their employees for research and development in order to innovate. (Galal, 2018) According to Lambert (2022), Tesla spends more on research and development (R&D) than other automakers to augment their EV. Tesla then resorts to the pull concept by utilizing user feedback to constantly enhance its existing technologies. This is done by harnessing software features of their EV to accommodate incremental updates such as the ability to edit waypoints and allow personalization to the user interface. (Alvarez, 2021) In other words, this feature facilitates updates across every model at any time while executing mass customization. The concept of mass customization is further adapted by enabling customers to choose what features they want when first purchasing their EVs. (Zucchi, 2022)

Overall, Tesla’s approach to new innovation is effective in satisfying customers to maintain growth. Although the knowledge push is highly risky since there was no guarantee for existing demand in the market, it generates resources needed to boost mass production. (Eugene, 2021) On the other side, their software grants constant incremental updates based on user feedback, enabling customers to receive updates without purchasing a new EV. Furthermore, they offer mass customization to cater to their customer’s personal needs, ensuring customer satisfaction. Thus, Tesla was able to build its brand image by producing EVs that accommodate customer satisfaction while expediting the global objective of environmental sustainability. This elevates Tesla’s unique branding and results in customers developing strong brand loyalty.

2.4 Explain how entrepreneurship is practiced with external stakeholders

In recent years, Tesla's strategic alliances with external stakeholders are also one of the underlying keys to its rapid advancement. Ranging from Panasonic, LG Chem, and Lincoln Tech, Tesla exploits these connections to implement open innovation to expand business opportunities. (Lienert et al., 2020; Lambert, 2022) For instance, one of Tesla's current most important partners Panasonic has been a major contributor to their groundbreaking battery technology. They have been working closely in the R&D department to create and supply improved battery cells with higher capacity for their EVs and solar tiles. (Lienert et al., 2020; Edubirdie, 2022) Other partnerships in recent years include Lincoln Tech to train next-generation engineers and Samsung for advanced chips for autonomous driving. (Lambert, 2022; Lambert, 2021)

These open innovations in the form of partnerships have catalyzed Tesla's growth and will continue to enhance the quality of Tesla's innovation for the years to come. Since Tesla is relatively young, they capitalize on experienced partners as leverage to pursue its objectives. This results in higher quality, reliable products that Tesla otherwise would never achieve without the aid of their partners. Thus, altogether, Tesla's strategic alliances were able to compensate for Tesla's lack of experience and facilitate proficient research and development. These strategic alliances are expected to help Tesla lower investment and production costs while increasing the quality and reliability of its innovations at an exceptional speed. (Reuters, 2022)

2.5 Explain how the organization is structured for entrepreneurship

Although Tesla follows a traditional organizational structure with a function-based hierarchy, they were able to balance between informal and formal practices. Like most other companies, the center of Tesla is functional departments such as the Chief Executive Officer and the chairman, Technology, Sales & Marketing, Engineering, and Design department. (Cuofano, 2022) This structure is typically

observed to maintain strict managerial control over business operations. (Meyer, 2018) On the other hand, Tesla has exhibited informal practices, especially regarding internal communication. According to Cfei (2017), instead of the conventional method where communication is relayed through managers, Elon Musk encourages open communication in the organization. This means that any employee is permitted to directly speak to anyone in the company whenever and wherever regardless of their position.

The blend between hierarchy and flexible communication helped Tesla maintain a balance between informal and formal organizational structures. The formal structure enables employees of similar skills to be grouped together, assisting them in their specialization which leads to improved efficiency in operations. (Nibusiness, n.d.) This structure also provides clear divisions, allowing employees to understand their roles and increase productivity. Commonly, this rigid structure's established positions result in time-consuming operations. (Cfei, 2017) However, with the open communication exercised in Tesla, they were able to tackle restrictions in communication. This informal practice decreases the importance of hierarchy and encourages everyone to be respected regardless of their positions. Therefore, this system successfully sustained structure while granting flexibility to allow effective problem-solving.

2.6 Explain what organizational processes support or constrain entrepreneurship

When it comes to processes, the lean start-up schematic is what describes Tesla's decision-making best. For instance, to accelerate the release of Model 3, Tesla decides to take a minimalistic approach to this car's design. This results in a minimum viable prototype (MVP) with simple elements inside the car featuring only one main design which is the touchscreen center that controls everything. (Garces, 2018) The products have demonstrated customer satisfaction which reached 90% according to consumer reports in 2018. (Garces, 2018) With this success, Tesla

continues to exhibit lean methods by selling vehicles directly to customers while constantly monitoring user feedback. This gives Tesla the ability to make continuous incremental improvements to its technology by granting software updates, similar to IOS in Apple's iPhone. (Womack,2018)

The lean startup strategy aligns with Tesla's high appraisal of efficiency but might result in product liability. By releasing MVP products, the strategy aims to eliminate unnecessary steps in production. Then, they make incremental improvements using their advanced software to meet customer needs. Overall, this strategy enabled Tesla to generate more value with fewer resources in less time. However, this strategy might be life-risking, especially in the automotive industry. Musks' early releases have resulted in fatal injuries and even death. In 2019, NPR (2022) reported a Tesla car driving on autopilot that ran a red light and crashed, resulting in the death of two people. Thus, regardless of the benefits lean startup strategy offer, it often results in rushed testing leading to careless deployment and producing a high ratio of flawed vehicles, which can be dangerous to Tesla's users.

2.7 Explain how the organization manages uncertainty and failure

In recent years, Tesla's uncertainty involved the inability to provide supplies for the demand. Despite Tesla's efforts to ramp up production with their 'Gigafactories', Tesla failed to meet production sales and goals. (Jin,2022) According to Tipranks (2021), Tesla was forced to face severe material shortages such as automobile chips and lithium due to supply chain disruptions during the covid-19 pandemic. In response to this, Tesla continues to push through with its radically-innovative ways ('business model as usual' strategy). Tesla demonstrated this strategy excellently against the severe worldwide chip shortage since 2020. Early into the shortage, Tesla completely re-engineered the usage of chips in their car. (Zimmerman, 2022) The new network of systems enables their newest model S to require only 20 chips instead of the usual 80. (Wang, 2022) Other than that, Tesla has also resorted to

using more advanced inexpensive chips which are abundant in supply. (Wang, 2022)

This challenge has served to be a forcing function for Tesla to accommodate the problem and has overall contributed positively to Tesla's evolution. This issue has pushed Tesla past its limits and allowed them to possibly relieve its manufacturing constraints. Not only they were able to reduce the cost and materials needed to produce a vehicle, but they were also able to increase production yield with their reprogrammed car. Tesla's continuous persistence to keep up with the explosive amount of demand using radical methods has allowed them to create unique solutions. Thus, despite having relatively less experience, this strategy allowed Tesla to quickly adapt to the situation compared to other more competent automobile companies.

2.8 Explain how the organization reconciles exploratory and exploitative learning

One of Tesla's many strengths is that they employ an ambidextrous concept to balance exploitation and exploration. Tesla understands the importance of being open to new knowledge through exploration in order to fulfill Musk's ambitious goals. In fact, in 2017, Tesla started to stray from their automobile business and started to explore building solar roofs. (Lambert, 2017) Other than that, they also demonstrate exploration through their partnerships. Tesla quickly identifies opportunities to exploit its partners to expand its knowledge in order to build an enhanced version of its own to decrease dependency. (Kolodny, 2019) For instance, after partnering with Panasonic for their batteries, Musk is now producing a more inexpensive battery with improved capabilities in their 'Megafactory'. (Lambert, 2022)

Tesla also manages to implement exploitation within the company. For instance, Tesla continuously builds upon existing programs through collected user data.

(Alvarez, 2021) Additionally, Tesla is also always searching for ways to elevate its products such as increasing battery life and implementing more reliable full-autonomous self-driving features, thus achieving incremental improvements built upon existing structures. (Evannex, 2021)

Tesla's implications of dynamic ambidexterity have enabled them to innovate and improve constantly. The help Tesla received from other companies has allowed them to reduce research costs to explore new knowledge and expand its market, thereby granting them a larger audience at a low cost. (Edubirdie, 2022) To further emphasize this, they also announced their own improved chip after learning from their former supplier, Nvidia which would further extend their business opportunity. (Culpan, 2022) Meanwhile, they continue the advancement of features in their existing technologies using their expertise to upgrade their products. Therefore, while Tesla's exploration introduces them to new business opportunities to expand its target market, they use exploitation to constantly advance their technologies.

3. Corporate entrepreneurship change programme

Tesla's growth in the past 5 years has been unprecedented, making them to be one of the most valuable automakers of this generation. As a pioneer in the electric automotive industry, Tesla has been making bold strategic decisions to go beyond their capabilities in the analyzed 8 frameworks. However, as a result, these decisions caused them to overlook important details such as their employee's satisfaction and technology safety. Therefore, it is crucial for Tesla to make adjustments in the following two frameworks in order to improve.

Firstly, in regard to the complaints submitted by multiple employees, Tesla needs to make internal changes. One action that Tesla can take is to build a system that recognizes and reward high performers. (Morrison, 2021) Other than increasing overall satisfaction, this might also enhance employees' motivation. Asides from that, Tesla should also provide further measures to reduce accidents, including

offering on-site medical clinics and consultations to enable quick access for injured employees. Additionally, Tesla should consider reducing the workload to ensure they do not overwork their people. Although this might hinder production, their employee’s well-being should be prioritized since Musk’s ambitions might potentially cause life-changing injuries.

Another sector to make adjustments involves the process framework. This report has shown that Tesla’s lead-startup innovation is risky for an automotive company. It would be best for Tesla to keep on developing its self-driving feature until it proves to be 100% accident-proof. This can be achieved by deliberately testing the features, especially the self-driving feature through numerous trials and errors to ensure full safety. Although this might go against Tesla’s motive to execute and deliver everything as quickly as possible, this is effective in exterminating the possible harm to their customers.

Overall, Tesla is a leading automobile company that could potentially be the world’s key solution to becoming green. This pioneer strives to make calculated, and innovative decisions to solve challenges beyond their capabilities, enabling them to grow exponentially throughout the years. Tesla did this by capitalizing on its resources and corporate strategies to augment the brand’s influence in the automotive world. Using the blue-ocean strategy, they established a new demand in an unconcentrated market where competition was irrelevant to them, whereby allowed their profit to proliferate. Tesla's approaches are also emphasized to be deliberately made to enforce efficiency. Lean methods are used to quickly deliver products to their customers. They also only select the finest talents that will increase the effectiveness of problem-solving. Additionally, they grant freedom of communication that allows productive discussions inside the company. Similarly, they benefit from their partners to expand and expedite their business. This was balanced by making constant improvements to existing products with their cutting-edge technologies and providing the utmost satisfaction to their customers, building brand loyalty. Due to their strengths based on this 8 framework analysis, Tesla is undoubtedly one of the most influential names in this generation of the

automotive industry. With the suggested improvements to guarantee safety and satisfaction for their users and workers, Tesla could ultimately accelerate the world's transition to sustainable energy.

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