

Case 13 Tesla Motors: Disrupting the Auto Industry

Tesla Motors' strategy was no secret: in 2006 the chairman and CEO, Elon Musk, announced:

So, in short, the master plan is:

- *Build a sports car.*
- *Use that money to build an affordable car.*
- *Use that money to build an even more affordable car.*
- *While doing above, also provide zero emission electric power generation options.*
- *Don't tell anyone.*

The remarkable thing was that by 2015, Tesla had kept to that strategy and executed it almost flawlessly. Phase 1 ("Build a sports car") was realized with the launch of its Roadster in 2007. Phase 2 ("Use that money to build an affordable car") began in 2013 with the launch of the Model S.

The acclaim that greeted both cars had propelled Tesla's reputation and its share price. Since its initial public offering in June 2010, Tesla's share price had followed an upward trajectory. On June 12, 2015, Tesla's stock market value was \$31.7 billion. By comparison, Fiat Chrysler was valued at \$20.5 billion despite that fact that Fiat Chrysler would sell about 2.5 million cars in 2015 against Tesla's 55,000. The optimism that supported Tesla's valuation reflected the company's remarkable achievements during its short history and investors' faith in the ability of Elon Musk to realize his vision "to accelerate the advent of sustainable transport by bringing compelling mass market electric cars to market as soon as possible."

Indeed, Musk's vision for Tesla extended beyond revolutionizing the automobile industry: Tesla's battery technology would also provide an energy storage system that would change "the fundamental energy infrastructure of the world."

A central issue in the debate over the appropriate market valuation of Tesla was whether Tesla should be valued as an automobile company or as a technology company. In practice, these two issues could not be separated: Tesla's principal source of revenue would be its cars, but realizing the expectations of earnings growth that were implicit in Tesla's share price required Tesla to maintain technological leadership in electric vehicles. Given that Tesla's rivals were some of the world's largest industrial companies—Toyota, General Motors, Ford, Volkswagen, and Renault–Nissan, to name a few—this was a daunting prospect.

Hbs Tesla Motors Case

Alexander Manu



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The Friction Project Robert I. Sutton, Huggy Rao, 2024-01-30 The definitive guide to eliminating the forces that make it harder more complicated or downright impossible to get things done in organizations Find out why Adam Grant says If every leader took the ideas in this book seriously the world would be a less miserable more productive place Every organization is plagued by destructive friction Yet some forms of friction are incredibly useful and leaders who attempt to improve workplace efficiency often make things even worse Drawing from seven years of hands on research *The Friction Project* by bestselling authors Robert I Sutton and Huggy Rao teaches readers how to become friction fixers Sutton and Rao kick off the book by unpacking how skilled friction fixers think and act like trustees of others time They provide friction forensics to help readers identify where to avert and repair bad organizational friction and where to maintain and inject good friction Then their help pyramid shows how friction fixers do their work from reframing friction troubles they can't fix right now so they feel less threatening to designing and repairing organizations The heart of the book digs into the causes and solutions for five of the most common and damaging friction troubles oblivious leaders addition sickness broken connections jargon monoxide and fast and frenzied people and teams Sound familiar Sutton and Rao are here to help They wrap things up with lessons for leading your own friction project including linking little things to big things the power of civility caring and love for propelling designs and repairs and embracing the mess that is an inevitable part of the process while still trying to clean it up

How Small and Medium-sized Enterprises (SMEs) can be competitive M. Sebnem Ensari, Meltem Kiygi-Calli, 2018-02-21 The environmental analysis is an important instrument for the SMEs and it can contribute to their success through the globalization process This book mainly focuses on the environmental analysis of the SMEs by analyzing three layers of environment under eight sub categories macro potential competitors substitutes customers competitors suppliers assets and competencies This book explains the relationship of the SMEs with their environments under this perspective and gives sectoral examples for clarification Each part is written by different academicians to reflect different points of view Series International Economics Vol 5 Subject International Economics Business Studies *Strategic Analytics* Martin Kunc, 2018-11-13 Defines common ground at the interface of strategy and management science and unites the topics with an original approach vital for strategy students researchers and managers *Strategic Analytics* Integrating Management Science and Strategy combines strategy content with strategy process through the lenses of management science masterfully defining the common ground that unites both fields Each chapter starts with the perspective of a certain strategy problem such as competition but continues with an explanation of the strategy process using management science tools such as simulation Facilitating the process of strategic decision making through the lens of management science the author integrates topics that are usually in conflict for MBAs strategy and quantitative methods *Strategic Analytics* features multiple international real life case studies and examples business issues for further research and theory review questions and

exercises at the end of each chapter Strategic Analytics starts by introducing readers to strategic management It then goes on to cover managerial capabilities for a complex world politics economy society technology and environment external environments known as exogenous factors PESTE and endogenous factors industry industry dynamics industry evolution competitive advantage dynamic resource management organisational design performance measurement system the life cycle of organisations from start ups maturity for maintaining profitability and growth and finally regeneration Developed from the author s own Strategy Analytics course at Warwick Business School personal experience as consultant and in consultation with other leading scholars Uses management science to facilitate the process of strategic decision making Chapters structured with chapter objectives summaries short case studies tables student exercises references and management science models Accompanied by a supporting website Aimed at both academics and practitioners Strategic Analytics is an ideal text for postgraduates and advanced undergraduate students of business and management **Tesla Motors** Eric Van den Steen,2015 **Can Business Save the Earth?** Michael Lenox,Aaron Chatterji,2018-05-22 Increasingly business leaders are tasked with developing new products services and business models that minimize environmental impact while driving economic growth It s a tall order and a call that is only getting louder In Can Business Save the Earth Michael Lenox and Aaron Chatterji explain just how the private sector can help Many believe that markets will inevitably demand sustainable practices and force them to emerge But Lenox and Chatterji see it differently Based on more than a decade of research and work with companies they argue that a bright green future is only possible with dramatic innovation across multiple sectors at the same time To achieve this a broader ecosystem of players including inventors executives customers investors activists and governments all must play a role The book outlines how and the extent to which each group can serve as a driver of green growth Then Lenox and Chatterji identify where economic incentives currently exist or could exist with institutional change and ultimately address the larger question of how far well coordinated efforts can take us in addressing the current environmental crisis *HBS Alumni Bulletin* ,2009 **Value Creation and the Internet of Things** Alexander Manu,2016-03-03 We live in a behavior economy an environment in which people no longer engage with companies just by purchasing things but they seek engagement with services that allow them to behave to leave a mark and to participate in the community of others The economic model promoted by the behavior economy is a model where behavior is the only goal of our actions and where intrinsic motivation is the key to participation engagement and the satisfaction of multiple dimensions of value Value Creation and the Internet of Things describes value delivery and consumption and the mechanisms by which new value is captured and created in enterprises dedicated to competing and prospering in this new environment This book is significant in the context of the Internet of Things becoming mainstream forcing organizations to re examine their value creation methodologies in light of new consumer behavior and expectations The Internet of Things will reframe the existence of the ones enriched by it It will do so not because it can but because our motivation will demand it This is a

book about reframing reality for new and incumbent organizations The reality to reframe is not an imaginary one but the immediate reality in which one operates the behavior economy Humanistic Management Michael Pirson,2017-09-14 In a world facing multiple crises our foundational institutions are failing to offer effective solutions Drawing on the emerging consilience of knowledge Michael Pirson debunks the fundamental yet outdated assumptions of human nature that guide twentieth century management theory and practice as captured in the economistic paradigm and instead provides an urgently needed conceptual and practical humanistic framework based on the protection of human dignity and the promotion of well being By outlining the science based pillars of this innovative system Pirson provides a twenty first century model for the responsible twenty first century leader seeking sustainable ways to organize in a world of crisis Highlighting relevant applications for research practice teaching and policy this book is ideal for graduate students and professionals seeking to develop their understanding of responsible business business ethics and corporate responsibility **The Electric Vehicle Revolution** Kenneth K. Boyer,2024-08-06 A Fascinating Look at the 5 Leading Personalities Driving the Transition to Electric Vehicles and Reinventing the Auto Industry The leading car manufacturing firms have all essentially pledged to transition from traditional carbon dioxide emitting vehicles to battery powered electric vehicles Tesla has led the way to date recently producing its three millionth car since its first sale in 2009 General Motors has committed to carbon neutrality in its global products and operations by 2040 Honda has committed to carbon neutrality as well as zero traffic collision fatalities by 2050 These are ambitious and noble goals yet they will take a supreme transformation to achieve In The Electric Vehicle Revolution Kenneth K Boyer highlights the promise perils and personalities of the world s automobile makers as they re engineer a post carbon present and future Driving the narrative is the key to it all the green transformation of the global auto parts supply chain This book includes never before reported stories of the leaders designers engineers and inventors leading the charge to decarbonize the transportation sector from packaging to tires and more Boyer examines the prospects and plans for this disruptive change starting with stories of several automotive visionaries Tesla CEO Elon Musk Vietnam billionaire Pham Nh t Vuong Ceer CEO Jim DeLuca Monolith Corp cofounder Rob Hanson and GM CEO Mary Barra Each protagonist has a vision for transforming the world of transportation into a greener more carbon friendly industry while also earning profits in our predominantly capitalist world Readers will learn how their breakthroughs and struggles illuminate the future while facing the question Will an auto revolution lead the world to a more sustainable economic future or will it be too late **New Challenges of the Global Economy for Business Management** Sebastian Kot,Bilal Khalid,Adnan ul Haque,2025-06-17 This book features a curated selection of works from the Global Conference on Entrepreneurship and Economy in an Era of Uncertainty EEU 24 organized by the International Research Center for Higher Education and Business Cooperation based in Poland in collaboration with academic partners Czestochowa University of Technology Swinburne University of Technology Vietnam and King Mongkut s Institute of Technology Ladkrabang Thailand It explores

the critical role of entrepreneurship in the digital age emphasizing the necessity of innovation for businesses to withstand global crises such as pandemics and geopolitical tensions that adversely affect the economy The book aims to illuminate the transformative effect of digital innovation on fostering entrepreneurial ventures and emphasizes the significance of adept organizational management in nurturing and sustaining successful businesses The book highlights the influential impact of digital innovation on entrepreneurial success and the importance of organizational management in maintaining a thriving business It covers topics such as the synergy between innovation and entrepreneurship promoting sustainability in business practices integrating supply chain and logistics management and enhancing educational pursuits through entrepreneurial activities Aimed at providing valuable and practical insights for scholars and practitioners interested in the intersection of innovation disruption and entrepreneurship this book sheds light on how emerging technologies and innovations are reshaping entrepreneurship and corporate governance thereby enriching the knowledge base for those invested in the evolving dynamics of business and innovation

Innovate Your Innovation Process Shlomo Maital, 2016 Through a series of short stories and brief case studies about great innovators this book will help managers and entrepreneurs rethink their innovation processes using the tools outlined in the book The eight chapters include narratives on From Ideas to Action Breaking the Rules Learning Creativity from our Kids Innovation as a Team Sport and Innovating for Those with Less The basic idea is that the best way to become a world class innovator is to learn from other world class innovators and to study what they did and how they did it

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The Endocrine Society - Annual Meeting, Program and Abstracts Endocrine Society, 1994
Index Medicus, 2003 Vols for 1963 include as pt 2 of the Jan issue Medical subject headings
Lider alfa Leszek Czarnecki, 2018-07-05 Rekomendowana przez Normana Daviesa Lider alfa to najnowsza ksi ka jednego z najbardziej znanych polskich przedsi biorc w i praktyk w biznesu Autor skupia si w niej na kwestii przyw dztwa i cech jakie determinuj prawdziwych lider w To nie tylko praca teoretyczna lecz przede wszystkim studium przypadk w ukazuj ce bogactwo form i typ w przyw dztwa Przyk ady od spektakularnych sukces w wybitnych lider w po tragiczne w skutkach decyzje os b kt re nigdy nie powinny pe ni tej funkcji s u do analizy praktycznych aspekt w przyw dztwa Opr cz najs ynniejszych historii znanych ze wiatowego biznesu jak sukces za o ycieli IKEA Apple a czy Lego ksi ka zawiera r wnie wiele przyk ad w i przemy le autora opartych na jego ponaddwudziestoletnim do wiadczeniu jako przedsi biorcy Polecana ksi ka to zr wnowa ona kompozycja teorii i praktyki biznesowej przedstawiona w spos b przejrzysty i zrozumia y To studium przyw dztwa na miar XXI wieku

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Includes proceedings in all formats i.e. books, reports, journal issues etc. Complete bibliographical information for each conference proceedings appears in section titled Contents of proceedings with accompanying category, permuted subject, sponsor, author, editor, meeting location and corporate indexes. Contains abbreviations used in organizational and geographical names.

Tesla Motors (a) Stuart C. Gilson, 2018. The case analyzes the equity market value of Tesla Motors, the electric car company founded and led by Elon Musk. Wall Street analysts are wildly divided on the future growth prospects for this company and analysts' one-year share price targets range from 160 to 500. The case explores in detail the valuation case made by two analysts covering Tesla: one a bull on the stock and one who is bearish. Students are asked to consider the arguments and the analytical approaches employed by each. Is Tesla a good investment or not? Ludicrous

Edward Niedermeyer, 2019-08-20. Tesla is the most exciting car company in a generation but can it live up to the hype? Tesla Motors and CEO Elon Musk have become household names shaking up the staid auto industry by creating a set of innovative electric vehicles that have wowed the marketplace and defied conventional wisdom. The company's market valuation now rivals that of long-established automakers and to many industry observers Tesla is defining the future of the industry. But behind the hype, Tesla has some serious deficiencies that raise questions about its sky-high valuation and even its ultimate survival. Tesla's commitment to innovation has led it to reject the careful zero-defects approach of other car manufacturers even as it struggles to mass-produce cars reliably and with minimal defects. While most car manufacturers struggle with the razor-thin margins of mid-priced sedans, Tesla's strategy requires that the Model 3 finally bring it to profitability even as the high-priced Roadster and Model S both lost money. And Tesla's approach of continually focusing on the future even as commitments and deadlines are repeatedly missed may ultimately test the patience of all but its most devoted fans. In Ludicrous, journalist and auto industry analyst Edward Niedermeyer lays bare the disconnect between the popular perception of Tesla and the day-to-day realities of the company and the cars it produces. Blending original reporting and never-before-published insider accounts with savvy industry analysis, Niedermeyer tells the story of Tesla as it's never been told before with clear eyes, objectivity, and insight.

Insane Mode Hamish McKenzie, 2018-11-27. A USA Today New and Noteworthy Title. You'll tell me if it ever starts getting genuinely insane, right? Elon Musk TED interview. Hamish McKenzie tells how a Silicon Valley start-up's wild dream came true. Tesla is a car company that stood up against not only the might of the government-backed Detroit car manufacturers but also the massive power of Big Oil and its benefactors, the infamous Koch brothers. The award-winning Tesla Model 3, a premium mass-market electric car that went on sale in 2018, has reconfigured the popular perception of Tesla and continues to transform the public's relationship with motor vehicles much like Ford's Model T did nearly a century ago. At the same time, company CEO Elon Musk courts controversy and spars with critics through his Twitter account just as Tesla's ever-increasing debt teeters on junk bond status. As McKenzie's rigorously reported account shows, Tesla has triggered frenzied competition from newcomers and traditional automakers alike but it

retains an edge because of its expansive infrastructure and the stupendous battery factory it built in the Nevada desert. The popularity of electric cars is growing around the world especially in China and McKenzie interviews little known titans who have the money and the market access to power a global electric car revolution quickly and decisively. Insane Mode started off as a feature on the dual motor Tesla Model S which gave the car Ferrari like acceleration but it's also the perfect description of the operating cycle of a company that has sworn it won't rest until every car on the road is electric. Here is a story about the very best kind of American ingenuity and its history making potential. Buckle up *Driving into the Future*. Can Akdeniz, Tesla Motors is undeniably one of the most exciting innovative and in the moment companies in the automotive industry but the company's reach will continue expanding much wider in the coming years. From its disruptive reputation to its forward thinking leader Elon Musk, Tesla Motors has the potential to change the world as we know it. The question is how have they done so much so quickly and what is their secret to success. From business professionals looking for guidance to the everyday reader who wants a sneak preview of the future, this book highlights the intricate brilliance behind one of the most fascinating companies of the moment.

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