

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.²*

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."³

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.

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Table of Contents Hbs Tesla Motors Case

1. Understanding the eBook Hbs Tesla Motors Case
 - The Rise of Digital Reading Hbs Tesla Motors Case
 - Advantages of eBooks Over Traditional Books
2. Identifying Hbs Tesla Motors Case
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Hbs Tesla Motors Case
 - User-Friendly Interface
4. Exploring eBook Recommendations from Hbs Tesla Motors Case
 - Personalized Recommendations

- Hbs Tesla Motors Case User Reviews and Ratings
- Hbs Tesla Motors Case and Bestseller Lists
- 5. Accessing Hbs Tesla Motors Case Free and Paid eBooks
 - Hbs Tesla Motors Case Public Domain eBooks
 - Hbs Tesla Motors Case eBook Subscription Services
 - Hbs Tesla Motors Case Budget-Friendly Options
- 6. Navigating Hbs Tesla Motors Case eBook Formats
 - ePub, PDF, MOBI, and More
 - Hbs Tesla Motors Case Compatibility with Devices
 - Hbs Tesla Motors Case Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Hbs Tesla Motors Case
 - Highlighting and Note-Taking Hbs Tesla Motors Case
 - Interactive Elements Hbs Tesla Motors Case
- 8. Staying Engaged with Hbs Tesla Motors Case
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Hbs Tesla Motors Case
- 9. Balancing eBooks and Physical Books Hbs Tesla Motors Case
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Hbs Tesla Motors Case
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Hbs Tesla Motors Case
 - Setting Reading Goals Hbs Tesla Motors Case
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Hbs Tesla Motors Case
 - Fact-Checking eBook Content of Hbs Tesla Motors Case

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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