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Individual Report**

**Selected Company: Tesla Model Y in Mainland
China**

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Section 1: Strategic Position Evaluation Report: Tesla Model Y in Mainland China

1 Organisational Context and Overview

1.1 Historical Perspective, Mission, Vision, and Business Model

Tesla Inc, was founded in the year 2003 (Forbes, 2022). The company has widely influenced the automotive industry on a global scale as it shifted from a niche electric sports car manufacturer into a mass-market clean energy conglomerate. The enduring mission of the company is to accelerate the movement of the world towards sustainable energy, which is underpinned by the vision of scaling vertical integration across storage, energy generation, and electric mobility.

The corporate business model of Tesla depends heavily on the direct-to-consumer sales model, constant software-over-the-air updates and proprietary infrastructure (the supercharger network). This monetisation model extends vehicular value post-purchase using the full self-driving (FSD) beta subscription. A significant achievement of the company occurred in 2018 when Tesla commenced production at Gigafactory Shanghai (Giga Shanghai) and operationalised in 2019 (Du and Li, 2021). This led Tesla to become the first wholly foreign-owned automaker in China, bypassing the traditional joint-venture mandates. By emphasising more on the mid-sized crossover SUV segment through the Tesla Model Y, which is produced at Giga Shanghai, Tesla has shifted this single vehicle into its primary domestic cash-flow engine and the major export platform for European markets and the Asia-Pacific region. The Mainland Chinese NEV sector has quickly pivoted from the policy-driven incubator to the highly competitive, zero-sum market environment (International Energy Agency, 2025).

1.2 Industry Dynamics, Key Competitors and Market Position

The New Energy Vehicle (NEV) industry in Mainland China is the most volatile, largest and hyper-competitive automotive market globally. It is driven by the localisation of supply chains, aggressive state investments, and high consumer digital literacy. Chinese NEV penetration has achieved an unprecedented 62.9% of the total passenger vehicle sales by mid 2026 (China Daily, 2026). Within this ecosystem, the mid-market and premium electric SUV faces fierce fragmentation.

The primary domestic rivals include BYD Auto Co. Ltd., which uses the hyper-vertical integration strategy, where it manufactures its own proprietary lithium iron phosphate (LFP) semiconductors and 'Blade' batteries. This allows BYD to aggressively undercut the pricing

structure of Tesla. Secondary premium rivals include premium domestic players like Li Auto, NIO and technological entrants like Xiaomi Auto.

Apart from this multi-pronged offensive, the Tesla Model Y is maintaining a defensive and formidable position in the market. It is continuously tracking as one of the top-selling premium battery electric vehicle (BEV) SUVs in China. Constant software deployment and cloud-based telemetry analytics work as the major macro-environmental drivers for Tesla that redefine the life cycles through real-time optimisation (Wood, 2024). It is functioning as the benchmark against which all the alternatives in the local domestic market are evaluated. Meanwhile, managing this premium market share needs constant navigation of the brutal domestic price war and shifting realities of the political market.

2 External and Internal Analysis

2.1 Macro-Environmental Synthesis (PESTEL Framework)

Evaluating the strategic position of Tesla within Mainland China needs the analysis of the economic and regulatory ecosystem that moves with unparalleled speed. The macro-environment cannot be seen as a static set of external variables. Instead, it works as a deeply interlinked web in which the state policy directly presents the economic realities and consumer sociocultural changes that drive the technological evolution.

Political factors

The Chinese state exercises definite control over the trajectories of automotives using its ‘Development Plan for NEV Industry’ (Update, 2021). While the initial direct consumer subsidies have wound down, the government is still using the micro-political levers. These consist of the Corporate Average Fuel Consumption (CAFC) credits, targeted consumption tax exemptions for vehicles that are priced under certain thresholds and local ‘green license plate’ quotas that bypass the ICE lotteries of vehicles in tier-1 megacities. Meanwhile, the asymmetric political risk rises from the Sino-US geopolitical tensions. Tesla works in a critical diplomatic environment, and it faces periodic exclusions from state-affiliated military facilities because of the espionage concerns that surround the vehicular camera arrays, which need constant diplomatic stewardship through executive leadership.

Economic factors

The contemporary macroeconomic environment of China is featured by deflationary pressures within the automotive industry, which is sparked by the multi-year, extended price wars. The

mid-size premium SUV segment in China has evolved into a tight duopoly, in which the localised cost structures present the relative dominance of volume (Shabanifar, 2025). This kind of environment tests the operating margins of Tesla. Giga Shanghai counteracts this through geographic economic clustering. By presenting itself within the Yangtze River Delta, Tesla is surrounded by an ultra-dense network of tier-1 automotive suppliers. This layout helps the company by decreasing the logistics overheads and insulating the Model Y from the shocks of global inflation. Moreover, the fluctuations in the Renminbi (RMB) relative to the US Dollar also directly affect the profitability of the export volumes that are shipped from Shanghai to regional Asian Zones and European zones.

Sociocultural factors

Consumer demographics of Mainland China showcase a highly different profile, including younger, digital native consumers who see the automobile sector as an extension of their digital ecosystem instead of a purely mechanical tool. There is a profound cultural affinity for the in-car link, advanced driver-assistance systems (ADAS) and infotainment systems. Concurrently, the growing aspects of consumer nationalism (Guochao) have systematically fostered domestic brands like Xiaomi and BYD (Lin, 2025). This has forced Tesla to position the Model Y not only as the American premium import but also as an engineering product that is deeply embedded within and respectful of the industrial craftsmanship of China.

Technological factors

China is viewed as the epicentre of battery chemistry innovations and autonomous driving deployment (Gao et al., 2025). The rapid evolution of the LFP battery packs, featuring thermal stability and reduced costs of production, has democratised the manufacturing of the vehicle. Moreover, the rapid commercialisation of the urban Navigation on Autopilot (NOA) systems by domestic competitors has led to a technological race. The strategic imperative of Tesla depends on securing the regulatory clearance for its vision-only Full Self-Driving (FSD) suite in China. This depends on local high-definition mapping partnerships and advanced AI training compute clearance.

Environmental factors

Sustainability plays a major role in China, and it has shifted beyond tailpipe emissions towards the holistic lifestyle carbon footprint tracking. Giga Shanghai is also required to comply with the highly stringent Municipal environmental standards, which govern volatile organic

compounds (VOCs) from the paint shops, industrial waste and water recycling (Mao, 2017). Furthermore, the soaring volume of early-generation EV retirements has also increased the management of battery recycling and made it a critical environmental issue. This leads to an urgent strategic need for closed-loop battery recycling programs in China.

Legal factors

The legal grounds of Mainland China also consider algorithmic transparency, data security and consumer protection. The regulations regarding the management of automobile data security have made it mandatory for businesses that all the geographic and personal data generated by Tesla vehicles within China must be stored strictly within the domestic data centres that are located inside the country (Sheng and Xu, 2021). If the company wishes to transfer the data cross-border, it needs to go through strict state security assessments. Moreover, they took domestic consumer law to also punish the perceived failures in the case of product quality or misleading marketing using swift, state media-amplified corporate crackdowns.

2.2 Internal Environmental Analysis (VRIO Framework)

To understand how Tesla uses the internal architecture to exploit the external opportunities and neutralise the threats, VRIO analysis is used against its core potential and resources.

Giga Shanghai production architecture and supply chain integration

<i>Value</i>	The manufacturing blueprint of Tesla Gigafactory Shanghai achieves a 95% localisation rate of the components. It incorporates welding, stamping, final assembly and painting into a hyper-automated footprint that is capable of producing a vehicle chassis very quickly. This helps deliver high value by decreasing the per-unit production cost of the Model Y. It also helps Tesla by offering industry-leading gross margins that act as a buffer during the period of structural price wars.
<i>Rarity</i>	The mass production is common, but the spatial concentration of 95% localised supply chain within the area of the Yangtze River Delta is extremely rare. The rivals generally struggle with the fragmented regional supply chain or dependence on imported subcomponents.
<i>Inimitability</i>	Copying this infrastructure needs a huge amount of capital expenditure, deep institutional knowledge of advanced automation, and several years of regulatory negotiation (Han et al., 2024). Tesla uses megacasting, a

	structural technology, which shrinks dozens of separate stamped components into a single cast structure. It presents an engineering barrier for the rivals who are only trying to copy this.
Organization	Tesla is structured 2 exploit this using an agile engineering culture. Factory floors are managed with flat hierarchies in which the data of production flows directly to the engineering teams and allows for real-time, continuous adjustments to the efficiencies.

Strategic outcome: This resource leads to sustained competitive rivalry for the business.

Proprietary supercharger ecosystem

Value	Tesla works in a reliable and expensive network of proprietary Superchargers across the tier-1 and tier-4 cities of China (Alvarez, 2026). It removes the range anxiety and presents a seamless ‘plug-and-charge’ experience for the users that functions as a more powerful tool for acquiring consumers.
Rarity	There is no other premium foreign brand of electric vehicles which possess wholly-owned and comparable footprint in China. Most of the brands depend on 3rd party or fragmented public charging networks.
Inimitability	While copying the hardware is easy and feasible, securing the electrical grid allocation, municipal real estate, and high-power capital equipment across several cities of China needs a high amount of capital and also presents bureaucratic barriers.
Organization	Historically, Tesla has managed this as the world's garden, which is exclusive only to its own users. Meanwhile, it's a strategic pivot to open to non-Tesla vehicles, also presenting an adaptive organisational potential to monetise the infrastructure and harvest cross-brand charging data.

Strategic outcome: This resource offers temporary to sustained competitive rivalry, which relies on how fast the public ultra-fast charging networks expand.

Full self-driving (FSD) vision-only software architecture

Value	The FSD suite offers value by positioning the Model Y as the evolving software-defined asset instead of a depreciating hardware platform,
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	which leads to high-margin revenue streams for software (Tesery, 2026).
<i>Rarity</i>	A pure and vision-based neural network that is trained on millions of global real-world driving are Hindi unique in comparison to the LiDAR-dependent sensor suites favoured by most Chinese automakers.
<i>Inimitability</i>	High-fidelity algorithm models and specialised clusters of supercomputing (like Dojo) are extremely critical to copy. Meanwhile, there are certain local players in China (like Xpend and Huawei) that have created highly effective localised urban ADAS tailored to the chaotic traffic environment of China.
<i>Organization</i>	Tesla is structurally aligned to use this, but its global operational model experiences localised bottlenecks because of the regulations regarding data processing.

Strategic outcome: This potential presents temporary competitive benefits in China, pending full local regulatory unlocking and optimisation of localised training.

2.3 SWOT Analysis

To present the holistic view that can bridge the external micro courses with the internal potential, the following SWOT matrix will include the strategic threats that are faced by the Tesla Model Y in Mainland China.

Strengths (internal)

- Brand equity: Tesla has robust premium status and aspirational value among the urban professionals of China. This helps the company to maintain its competitive rivalry and manage its market share.
- Unmatched production efficiency: The 95% localised supply chain and megacasting technology in Giga Shanghai allow Tesla to have superior cost control.
- Vertical integration: Tesla has direct control over the battery software optimisation, proprietary Supercharger infrastructure network and optimisation of battery software. This helps Tesla to control its operations more effectively while keeping the software less prone to imitation.

Weaknesses (internal)

- Geopolitical vulnerability: Tesla is an American brand, which exposes the company to targeted consumer boycotts. It also leads to certain sudden regulatory restrictions during the period of geopolitical friction. It affects the operations of Tesla in the whole country.
- Ageing product portfolio: The aesthetic design of Model Y has remained the highest attack, which risks consumer fatigue against the first-cycling Chinese competitors.
- Overdependence on the signal model: There is a disproportionate share of the local revenue that is directly associated with Model Y. (Alves, 2026) This leads to concentration risk for Tesla in China.

Opportunities (external)

- Lower-tier city penetration: Tesla can lead to exploiting the expanding charging infrastructure so that it can capture the growing demand in the tier-3 and tier-4 cities of China.
- Product line expansion (Model YL): Tesla can launch the elongated or market-tailored model variations that can directly target the multigenerational families of China (The Economic Times, 2025). It can also help the company to acquire the untapped market areas or population.
- FSD localisation regulatory clearance: Tesla can open up full software monetisation upon securing local data processing.

Threats (external)

- Rise of local nationalism (Guochao): There is a shift in the preferences of consumers towards domestic technology brands like Xiaomi, BYD and Geely (Ko, 2025). This can affect the market share of Tesla.
- Hyper-aggressive domestic price war: This is a critical aspect, as the constant price cuts by the vertically integrated rivals like BYD can affect the long-term margins of Tesla in China.
- Regulatory and data sovereignty crackdowns: There is a risk of tightening state oversight on vehicular data storage, AI training parameters and mapping.

3 Comprehensive and Holistic View of the Organisation

3.1 Corporate Social Responsibility (CSR) Strategy and Strategic Alignment

CSR should not be treated as a peripheral philanthropic expense, but it sure represent the basic mechanism for mitigation of risk and differentiation of brand. The global sustainability

platform of Tesla is developed around its core mission, which aims to accelerate the shift towards sustainable energy. Meanwhile, within the different regulatory frameworks of Mainland China, this mission is purposely adopted by Tesla to align with the aggressive ‘dual carbon’ national policy of the state. This policy targets the peak carbon emissions before 2030 and all-inclusive carbon neutrality by 2060 (Maulidiah and Huang, 2023). In the case of the Tesla Model Y, this leads to the unique context where the initiatives of CSR directly support the long-term commercial survival and boost the political goodwill of the company.

The environmental CSR of Tesla within China emphasises majorly on the localised and circular ecosystem of manufacturing. Giga Shanghai functions as the industrial benchmark for the conservation of resources, achieving a 136% year-over-year increase in the potential for closed-loop battery recycling (Sustainable Innovation, 2026). By using advanced hydrometallurgical processing locally, Tesla ensures that zero production-derived lithium-ion batteries enter landfill sites and recovers about 92% of the critical cell metals like copper, nickel and cobalt (Sustainable Innovation, 2026). This loop offers a clear operational benefit by processing battery scrap directly within the Yangtze River Delta; Tesla insulates the Model Y supply chain from the volatile international raw materials, directly decreasing the embedded Scope 3 carbon intensity of the vehicle.

This environmental emphasis is reinforced by an increased localised sourcing strategy. Sourcing 95% of the elements within China drastically reduces the transport-related logistics emissions, shifting a standard risk-mitigation strategy into an effective tool for decarbonisation (Si, 2026). On the social front, the CSR strategy of Tesla emphasises the development of engineering potential and democratisation within the local workforce. By systematically opening up its proprietary Supercharger network to non-Tesla EVs across the major cities of China, Tesla positions itself as capital infrastructure as a public utility that assists in decreasing regional range anxiety. This collaborative approach of Tesla directly assists the municipal efforts to decarbonise the urban corridors of transit.

Concurrently, the company invests huge capital in vocational training and safety standards for its domestic workforce. This emphasises the development of the local network and helps counter the nationalist *Guochao* narrative, effectively positioning Tesla as a vital contributor to the domestic industrial ecosystem of Tesla rather than a detached foreign entity.

3.2 The Balanced Scorecard Framework

To translate the broad strategy goals of Tesla for Model Y in China into actionable, measurable and operational performance indicators, the balanced scorecard framework provided by Kaplan and Norton has been used. This model balances the traditional financial matrix with the critical non-financial indicators across 4 different perspectives.

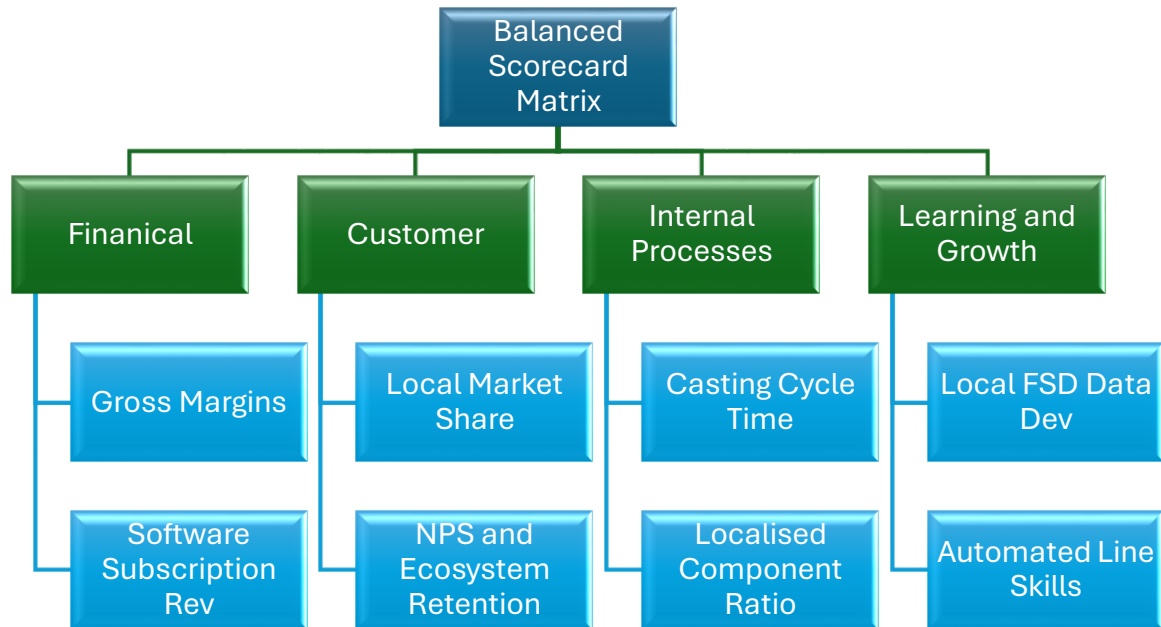


Figure 1 Balanced scorecard matrix

(Source: Author, 2026)

Financial perspective

The financial strategy of Tesla for Model Y in China balances the volume growth with the preservation of margin amid an intense domestic price war (Li et al., 2026). The major objectives to defend the gross margin of the automotive vehicle while also developing the recurring, high-margin revenue using the subscription to software.

<i>Strategic objective</i>	<i>Key performance indicators</i>	<i>Target (by year-end)</i>	<i>Strategic initiative</i>
Maintain automotive profitability	Automotive gross margin (excluding regulatory credits)	Maintains $\geq 18\%$	Deploy constant megacasting improvements and optimisation of

			manufacturing to lower per-unit floor cost.
Diversify channels of revenue	Recurring revenue from software subscription and FSD	8% of the total domestic growth	Roll out localised and flexible monthly software subscription models tailored to the needs of urban drivers.

Customer perspective

In the crowded NEV landscape of China, retaining the consumer needs shift beyond the standard brand prestige to offer superior digital integration and trustworthy charging accessibility (Liu and Zhou, 2022). The customer perspective emphasises maintaining the local market share within the premium EV segment and improving the long-term loyalty of consumers towards the brand.

<i>Strategic objective</i>	<i>Key performance indicators</i>	<i>Target (by year-end)</i>	<i>Strategic initiative</i>
Increase ownership satisfaction	Net Promoter Score (NPS) and Supercharger Utilisation	$NPS \geq 75$; Charging wait times under 8 minutes	The company should expand the high-power supercharger coverage along high density corridors and the highways. It should also optimise the digitalisation of queuing through the Tesla application.
Defend segment leadership	Premium BEV SUV market share	Hold $\geq 12\%$ Market share in Tier-1/Tier-2 cities	Tesla can launch localised marketing campaigns that highlight family-

			focused and updated variations of Model Y.
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Internal business processes perspective

The production efficiency is the primary defensive barrier for Tesla against the cheaper domestic competitors in China. This perspective emphasises increasing the production output at Giga Shanghai, decreasing the wastage at the factory outlet and maintaining the highest pleasant localization.

<i>Strategic objective</i>	<i>Key performance indicators</i>	<i>Target (by year-end)</i>	<i>Strategic initiative</i>
Increased resource circularity	Production material recycling rate and supply localisation	95% recovery of battery scrap and 98% localisation	It should expand partnerships with the regional recycling facilities and increase the supply connection within the local Yangtze industrial area.
Optimise line throughput	Vehicle manufacturing cycle time	Complete a full chassis assembly in less than 35 seconds.	Implement predictive maintenance algorithm and upgrade factory floor robotic automation across the casting machinery.

Learning and growth perspective

The long-term resilience of an organisation relies on upgrading the potential of the workforce to manage the advanced automation and processing of critical localised data for autonomous systems (Sundaramurthy et al., 2022).

<i>Strategic objective</i>	<i>Key performance indicators</i>	<i>Target (by year-end)</i>	<i>Strategic initiative</i>
Accelerate software adaptation	processing cycle time for localised neural network data	Decrease the data-to-deployment timelines by 30%	It can expand the computing capacity to the local data storage centre, increasing the vision beyond FSD training models.
Develop advanced automation expertise	% of production workers certified in advanced robotics	≥ 85% of the assembly workforce	It can enter into a partnership with the leading local technical universities to deliver specialised and ongoing automation engineering certifications.

3.3 Synthesis of Holistic Performance

By connecting these four viewpoints, the Balanced Scorecard presents that the financial success of Tesla in China relies directly on its underlying organisational potential. The investments in Learning and Growth can directly improve the internal business processes (Mustafa and Lleshi, 2024). These manufacturing capacities directly shape customer perspectives by allowing Tesla to adjust prices flexibly while also expanding its premium charging network. This integrated operational loop also drives the financial viewpoints, ensuring that the Model Y generates stable cash flows as well as high-margin software revenues, which are needed to sustain the long-term presence of the brand in Mainland China.

4 Strategic Choices and Implementation

4.1 Business-Level Strategy Formulation (Porter's Generic Strategies)

To defend the dominant position of the Tesla Model Y in the market of Mainland China, executive leadership needs to constantly evaluate its competitive position using Porter's Generic Strategies. Historically, Tesla entered the market of China using the Developmental brand strategy, charging premium prices based on brand prestige, advanced technology and styling. Meanwhile, the current competitive environment demands a different hybrid evolution.

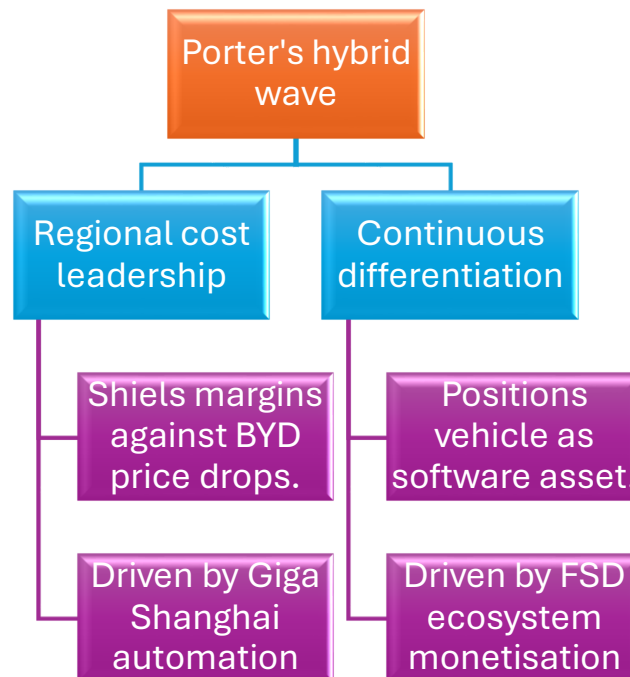


Figure 2 Porter's hybrid wave

(Source: Author, 2026)

Tesla is not driven by the unmatched operational potential of Giga Shanghai, and now it executes the regional **cost leadership** strategy while also using the high-margin **differentiation** technique through its software ecosystem.

The hybrid positioning is important. The hyper-verticalized domestic rivals like BYD use lower manufacturing floors, which leads to persistent price wars (Donadio, 2026). The production cost base of Tesla serves as its primary shield, allowing it to adjust prices flexibly while also remaining profitable in the market. Moreover, the Model Y of Tesla is differentiated by an emphasis on its software architecture, which frames the vehicle as an evolving digital platform instead of a static mechanical asset. This hybrid approach helps protect Tesla from the commoditization trap that affects the lower-tier EV manufacturers of China.

4.2 Corporate Growth Vector Analysis (Ansoff's Matrix)

The application of the Ansoff Matrix can help to map how Tesla can systematically expand its market share and tap into the new streams of revenue within the ecosystem of China.

Market penetration (existing product, existing market)

Market penetration is aggressively used by Tesla to expand its footprint beyond the saturated Tier-1 megacities into rapidly developing regions of Tier-3 and Tier-4 (Du and Li, 2021). The targeted infrastructure investment supports this geographic expansion through the opening of proprietary Supercharger networks for non-Tesla vehicles to develop local brand familiarity in China. Moreover, Tesla optimises local demand using flexible financial packages, direct insurance subsidies and localised corporate fleet partnerships. This allows Model Y to systematically capture major market share from the traditional internal combustion engine (ICE) premium crossovers.

Product Development (New Product, Existing Market)

To better compete with the fast-cycling domestic brands and address design fatigue, the product development pipeline of Tesla emphasises regional customisation. The major strategic driver is the introduction of localised design variations, like an elongated wheelbase variant (Model Y L) specifically engineered to meet the comfort and space preferences of the multi-generational families living in China. Most vitally, the commercial rollout of the vision-only **Full Self-Driving (FSD) Supervised** in China shifts the core value proposition of the vehicle (Huang, 2026). This update presents a high-margin and premium software service tailored particularly to handle the critical traffic conditions of the dense urban centres of China.

4.3 Validation of Proposed Strategy (Porter's Five Forces Evaluation)

To verify whether this hybrid strategy can sustain the optimum performance, it should be evaluated against the structural pressures of the automotive industry of China using Porter's Five Forces Framework.

- **Competitive rivalry (extremely high):** The segment faces fierce competition from the domestic EV manufacturers (like Geely and BYD) and the tech entrants (like Xiaomi). The cost leadership potential of Tesla works as the vital defence here, as it allows the company to stay profitable during the prolonged industry price drops.
- **Bargaining power of buyers (high):** The consumers in China enjoy a wide variety of choices and face a low cost of switching. Tesla counteracts this pressure using

continuous software updates, strong global brand equity and a reliable ecosystem of Supercharging, which helps the company to maintain high brand loyalty.

- Bargaining power of the suppliers (low to moderate): The 95% localisation rate of Giga Shanghai within the Yangtze River Delta industrial cluster keeps supplier power low (Global Times, 2026). By using single-source megacasting methods and sourcing components regionally, Tesla reduces its exposure to international supplier leverage.
- Threats to new entrants (low to moderate): While regulatory and capital requirements for starting an EV company are high, the established supply chains in China have allowed well-funded technology firms to enter the region. The fast charging network and production scale of Tesla have created high economic barriers that protect it from the early-stage entrants.
- Threats of substitutes (high): The Chinese consumer has an overwhelming array of choices. The high-speed rail network offers them highly efficient travel within the city. Moreover, the traditional internal combustion engine (ICE) vehicles also remain prevalent, particularly in the lower-tier cities.

4.4 Implementation Challenges and Mitigation Strategies

Execution of this evolved strategy includes navigation of complex regulatory, operational and technical risks. The table will now present the key challenges along with the actionable mitigation framework.

<i>Identified challenges</i>	<i>Operational impact</i>	<i>Proposed mitigation framework</i>
Margin compression from price wars	The shaft decrease by vertically integrated domestic rivals could erode the automatic gross margins below the target threshold.	The company can accelerate the manufacturing potential upgrades at Giga Shanghai (Luo, 2024). It can implement the next-generation megacasting techniques to further decrease the chassis assembly times and decrease per-unit material costs.

Data sovereignty and FSD compliance	Delays in obtaining approvals from the Ministry of Industry and Information Technology (MIIT) are due to the critical cross-border data security laws.	It can improve the local infrastructure of data by routing all the Chinese vehicular telemetry using the dedicated onshore storage hubs. It can also partner with the state-approved and trusted local mapping entities to handle the air training variables without violating the national security rules.
Brand fiction and consumer nationalism	Shifting preferences of consumers towards domestic brands (Guochao) could soften the demand among younger demographics.	It can adjust the positioning to improve its deep integration within the local economy. The company should focus on the fact that Giga Shanghai is operated by a domestic workforce and uses 95% of the localised supply chains, framing the brand as an active contributor to the industrial progress of China (China Daily, 2025).

Section 2: Reflective Account using Gibbs Reflective Framework

Description of experiences

This reflective account critically presents the process of researching, writing and the structuring of the provided strategic management report. I have acted as the external management consultant in this report, and I aimed to analyse the performance of the Tesla Model Y within the highly volatile and competitive market of Mainland China. Over the period of 6 weeks, I was required to collect and assess a wide variety of industrial information, including industry reports, corporate financial updates and peer-reviewed journal articles. The core task included the application of the strategic management frameworks that are covered in the module, like SWOT analysis, PESTEL analysis and VRIO framework. I have translated these concepts into a professional and practical report for the corporate board of directors. The final stage needed the organisation of these findings onto the analytical layout that balances academic theory within the real-world application.

Feelings and cognitive responses

At the beginning of this task, I was feeling confident because I'm familiar with the foundational strategic tools like PESTLE and SWOT analysis. Meanwhile, as I researched more deeply into the highly dynamic Chinese new energy vehicle (NEV) sector, I was feeling cognitive overload instead of full confidence. I was feeling anxiety regarding the sheer volume of real-time industry data, and especially the changing local tax regulations and ongoing domestic price wars. I was struggling to balance the Academy models with the rapidly changing market realities. I was not sure whether my analysis became a descriptive new summary instead of a critical presentation of data. It was frustrating for me to navigate through this tension. However, it ultimately forced me to think strategically. Once I began to treat the PESTLE and VRIO frameworks as dynamic and connector diagnosis systems instead of static lists, it gave me a sense of analytical clarity and professional concentration.

Evaluation of the process

If I were to reflect on this project, the most successful element was my capacity to move beyond the general corporate descriptions and develop the geographically bound and highly specific case study. The case study was limited to the scope of a single product (Model Y) within the specific market (Mainland China). It allowed me to perform a more rigorous and much deeper analysis. I was able to successfully connect the internal manufacturing metrics, like the 95% localisation rate of Giga Shanghai, directly to the macro environmental indicators like the regional price wars. Meanwhile, the process also presented significant weaknesses in my early

approach towards time management. I have spent a huge amount of time during the first 3 weeks gathering the data and reading the literature articles. It left me with a compressed timeline to write, edit and synthesise the final report. It led to unnecessary pressure as the deadline was not far away. Additionally, in the beginning, I was struggling to adapt the global strategic theories to the highly specific and state-directed nature of the economic ecosystem of China.

Critical analysis

Several issues were faced during the assignment, including the shift from descriptive aspects to critical evaluation and synthesis of data. Academic resource and management education presents that the students generally struggled to bridge the gap between the abstract strategic theories and fluid real-world corporate data. In the beginning, I was feeling that it was easy to use the VRIO and PESTLE framework. I was using a descriptive approach, which limited the possibility of evaluating the data critically, which is more important to improve academic potential. Additionally, my analytical breakthrough took place when I stopped treating these frameworks as independent exercises and started viewing them as interconnected aspects. I have mapped the technological findings from PESTLE analysis directly to the VRIO model. I have understood that the vision of the FSD suite of Tesla functions as a highly valuable global resource, but its value in China is temporarily affected by the local data society laws. I understood and realised this, which allowed me to shift my style of writing away from the textbook definition towards the interconnected, advisory voice which is suitable for the board of directors in any organisation. It also allowed me to evaluate how the macro environmental pressures directly shape the internal operational potential.

Conclusion

This reflective process has helped me to understand that strategic consulting relies on structural boundaries, similarly to the deeper research. While collecting a wide range of current data is significant, gathering the data without a clear framework can easily contribute to analytical drift and may lead to poor time management. I have now understood that the strategic frameworks are not only the critical academic models that are meant for post-hoc categorisation, but they are also important analytical tools that are designed to guide the strategic decisions and filter the data.

Action plan

To improve my research process and analytical approach in future strategic projects and assignments, I will use the following structure plan:

- Time boxing: I will allocate my time using the 40/60 rule for future modules. In such a way, I will dedicate not more than 40% of my project timeline to the data collection and initial reading, and leave the remaining 60% wholly for the editing, critical synthesis and structure.
- Established framework boundaries early: I will try to define the exact parameters for my selected analytical models before starting the collection of data. This will help me to prevent data drift and ensure that all the collected information directly leads to a clear analytical purpose.
- Draft iterative outlines: I will develop the structure and outline-level arguments during the phase of data collection so that I can identify the gaps in the analysis early, avoiding the pressure of the major structural edits late in the project.

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