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Introduction

The purpose of this report is to create an international expansion strategy for Ford in India. This report prepares an overall organisational expansion plan of Ford Motor Company to venture into the high-growth Indian automotive market. Involving strategic approaches like PESTEL, Porter's five forces, and SWOT, the report critically examines the macro environment, competition and industry prospects in India (Lynch, 2021). Besides, VRIO, Porter's generic strategies and entry modes are examined. It uses this evaluation and develops an evidence-based approach to market entry and competition, which focuses on EVs and luxury SUVs. Lastly, created a Balance Scorecard to evaluate and monitor performance. The report ends with a logical roadmap on how Ford can build a sustainable advantage in India.

Section 1: Selection of Company and Target Market

1.1 Overview of Ford Motor Company

Ford Motor Company is a leading automotive manufacturer based in the United States, established by Henry Ford in 1903 (Ford, 2025). With its headquarters in Dearborn, Michigan, Ford has led the way in mass production by moving the assembly line and has since garnered a good global presence in its over 100 destinations (Ford, 2025). Its portfolio consists of passenger cars, SUVs, pickup trucks, commercial vehicles and luxury vehicles under the brand name Lincoln, as well as an expanding selection of hybrid cars and fully-electric cars (Ford, 2025). The many years of high-level innovation, reliability and technological progress have made Ford one of the primary players in the worldwide automotive market.



Figure 1: Ford Motor Company

Vision: To help build a better world where every person is free to move and pursue their dreams (Ford, 2025).

Mission: To connect people down the road and over the horizon.

Ford is currently experiencing a significant strategic change relying on the changing consumer preferences, environmental laws, and heightened rivalry, not only against the traditional car manufacturers, but also against the entrants, specialising in EVs (Ford Motor Company, 2024). It has a strategy of Ford+ direction, which is aimed at electrification, connected mobility and restructuring work organisation (Ford Motor Company, 2023). Among the main projects are the growth of its electric line, e.g. Mustang Mach-E F-150 Lightning, and so on, more battery technology, and strategic partnerships (Ford Motor Company, 2024).

In this respect, the new international expansion opportunities have become strategic to explore. The increased venture into the emerging markets in India will enable Ford to diversify its revenue, tap the current rise in demand for electric and technologically advanced cars, and improve its competitive status (Joseph, 2024). Expanding into an emerging market like India serves both the overall shift of Ford to sustainable mobility as well as the availability of growing consumer bases, government subsidies, and possible manufacturing advantages (Bajwa, 2024).

1.2 Rationale for selecting India

The automobile market in India shows great prospects. The selection of India for the expansion of Ford is justified here using Porter's Diamond Model:

Factor condition: As IBEF (2024) noted, India offers affordable access to a vast economic labour force, raw materials are readily available, e.g. steel and auto-components ecosystem that is rapidly increasing, thereby lowering production costs by 10-25% than most locations. Also, the manufacturing infrastructure of India is growing. India produced 31.03 million cars as of now in 2025 (IBEF, 2024). Production, sales, and export of cars are rising on a year-to-year basis. These factor conditions will allow Ford to build cost-effective local manufacturing, which will match the global standards and exploit low input costs.

Demand Conditions: SUVs, mid-sized passenger cars, and EVs are all in demand in India. The EV marketplace is turning into a primary source of growth. India registered a record when 100 thousand EV units were sold in CY24, which is compared to 82 thousand in 2023 (SIAM, 2025). The rise of middle-income earnings, increased urbanisation, and the growing consumer desire drive demand for more specifications of vehicles, creating a ready market for consumable SUV/EVs in Ford (SIAM, 2025).

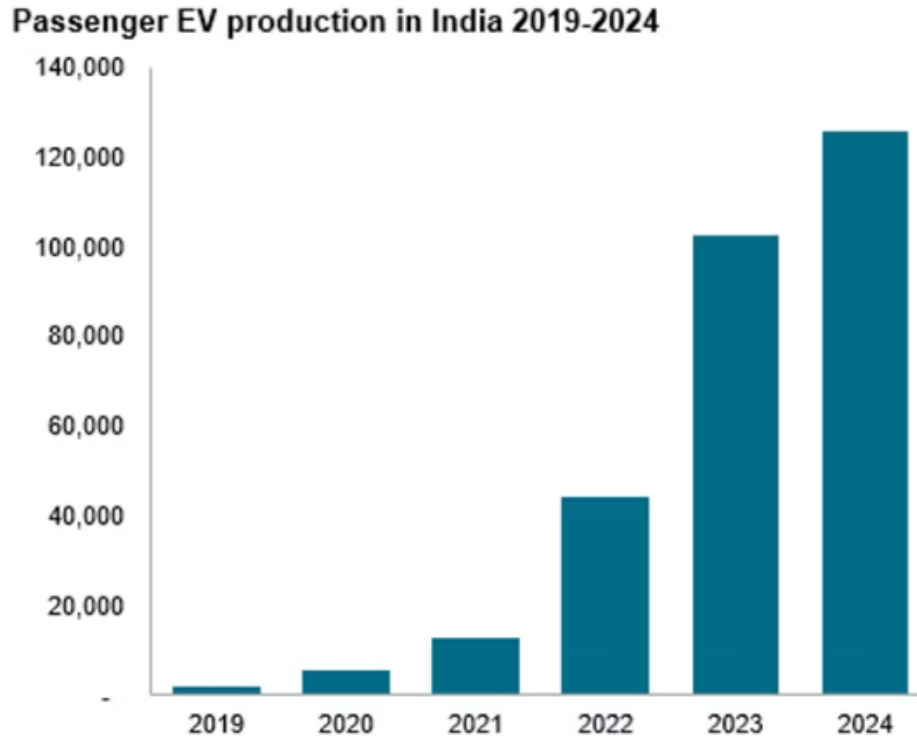


Figure 2: Domestic production trends (Amir, 2025)

Related and supporting industries: The auto-components sector in India is strong and is growing, with officers of suppliers locally available and manufacturing concentrators (Mordor Intelligence, 2025). Legal incentives such as the Production-Linked Incentive (PLI) programme and general programs under the national auto policy contribute to localisation, building of supply chains and car ecosystems that enable easier entry of a global (Ministry of Heavy Industries, 2024) OEM such as Ford.

Firm Strategy, Structure & Rivalry: The aggressive competition between the domestic and multinational automakers, e.g., Tata, Hyundai, Mahindra, MG, etc., drives the firms to the areas of innovations, quality improvement and localisation (Mordor Intelligence, 2025). In the case of Ford, the competitive environment is an opportunity to distinguish with high-level global EV/SUV technologies, safety level, and brand history, therefore, transforming the competition into a competitive advantage motivation instead of an obstacle (IBEF, 2024).

1.3 Strategic justification for expansion

Ford has a strategic motive that makes it expand into India. This is because of a mix of market prospects, which would suit the company as it is expanding its global priorities. Demand has gone high in areas where Ford has always delivered high performance, that is, the compact and mid-size SUVs, and this has come as a result of the changing customer preference towards larger, safer and more tech-savvy motor vehicles (SIAM, 2025). In addition to this, manufacturing and export hubs are strategic in India. The cost of labour competition, a new pool of engineering skills in the automotive industry, and governmental incentives in favour of local EV and parts manufacturing increase the viability of affordable operation (Ministry of Heavy Industries, 2024).

Section 2: Comprehensive Strategic Analysis

2.1 PESTEL analysis

The PESTEL model is one of the most used tools by analysts for comprehensive analysis of a country's macro-environment. It provides a depth evaluation of the macro-environmental forces (Aithal, 2017).

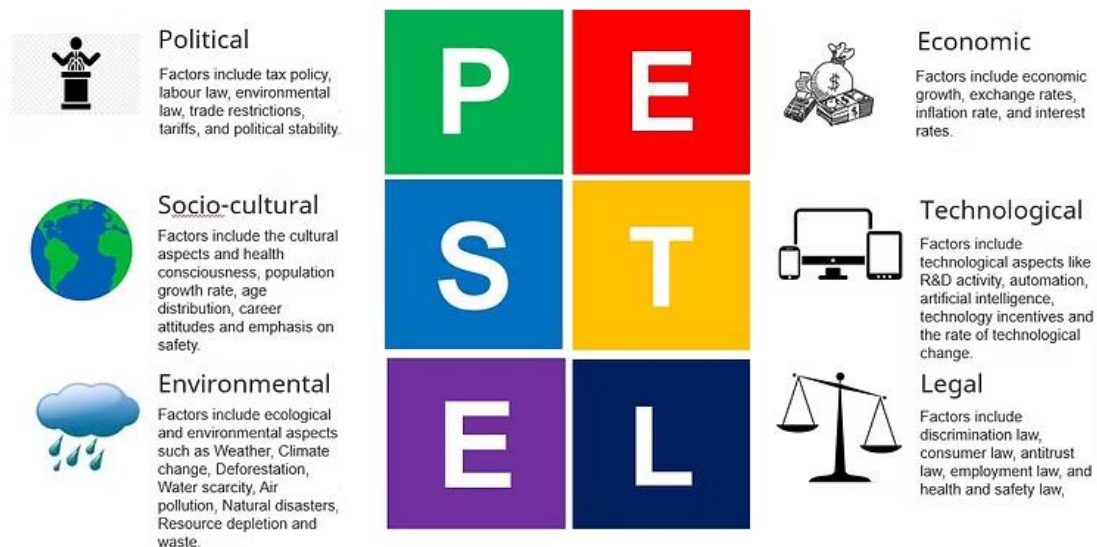


Figure 3: PESTEL Framework (Michelle, 2024)

Political factors: According to Bajwa (2024), the political environment of India is relatively stable, has robust democratic institutions and has stable pro-business policies that favour foreign investment. The automotive industry is actively encouraged by the government by offering programs like Make in India, Production-Linked Incentive (PLI) scheme and EV-related policies under FAME II (Mordor Intelligence, 2025). Nevertheless, the sophistication of regulation, bureaucratic slowness and differences in the state policy application may become operational (Krishnamurthy, 2013).

In my opinion, the positive diplomatic relations of India, its focus on the development of industries, and prioritisation of sustainable mobility provide an advantageous political environment for automotive development.

Economic factors: India is a rapidly growing major economy in the world with a GDP of \$3.91 trillion, with a growth rate of 6.5% in 2024, which has been high above the global

averages (World Bank, 2025). An increase in disposable income, an increasing middle-class, and urbanisation are forcing demand for personal cars, mainly SUVs and high technological vehicles (Bajwa, 2024). Moreover, Inflation is stabilising at the target rate. All these forces are favourable for the expansion of Ford into India (OECD, 2025).

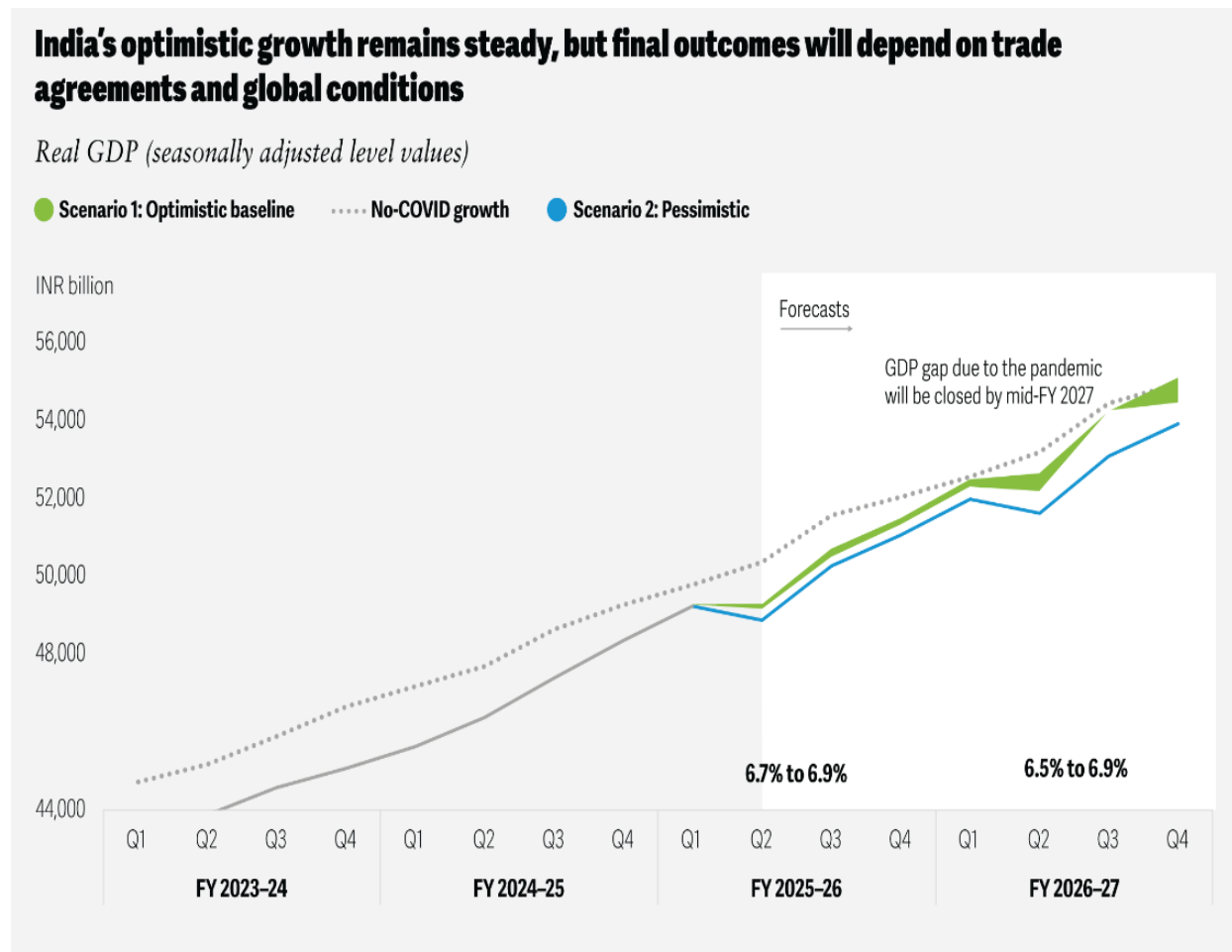


Figure 4: GDP growth of India (Majumdar and Ghatak, 2025)

Economic issues like the fluctuation in the fuel prices, the fluctuations in the interest rate and the unequal income distribution are, however, the factors that affect the purchasing behaviour (Grant, 2018). In spite of these threats, India has a long-term economic trend and a growing consumer market, which makes it a high-potential market that potential automakers can look forward to in the quest to grow and achieve manufacturing efficiencies (Majumdar and Ghatak, 2025).

Social factors: The demographic profile of India, including the average age of the population and its rising urbanisation, accompanied by the growing level of aspiration, is in favour of the automotive market growth (IBEF, 2025). The demand for SUVs and premium segments of the vehicle market is driven by the need of consumers for safety, comfort and advanced features (Amir, 2025). Emerging trends in lifestyle, such as increased female labour and the presence of two-income families, also add to the increase in car ownership (Grant, 2018). Thus, the social factor is favourable for Ford's expansion in India.

Technological factors: According to Grand View Research (2024) report, India has been undergoing a fast pace of technological change in automotive engineering, digital mobility solutions and EV infrastructure. Besides, battery production, charging systems, and integration of renewable energy are areas that the government and the private sector are investing more in at the moment (Ministry of Heavy Industries, 2024). Thus, the technological conditions and potential is very favourable for Ford's expansion plan.

Environmental factors: According to Maboob (2024), the Indian policies and consumer behaviour within the automotive industry are being influenced by environmental issues. The increased pollution led to strict regulations of emissions (BS-VI) and firm government-level support of electric mobility by providing subsidies and developing the charging infrastructure (Disaster Shikhsa, 2025). Among the challenges are poor battery recycling systems and a lack of a developed green supply chain. However, the environmental agenda presents the opportunity of introducing low-emission, efficient, and electric vehicles to companies such as Ford.

Legal factors: The legal climate that India has regarding the automotive industry encompasses far-reaching laws regulating emissions, safety, production laws and foreign investment (Amir, 2025). BS-VI standards make it consistent with the world norms of emissions, and modern engine technologies are needed (Mabood, 2024). The Motor Vehicles Act requires some safety features, including airbags and crash-test compliance. Nevertheless, according to Krishnamurthy (2013), there are legal complexities, state-level regulations, or long approval processes that may add to the operational load.

All in all, the changing legal environment in India is promoting modernisation and sustainable movement, along with high compliance rates among international manufacturers.

2.1.1 Effectiveness and limitations of PESTEL analysis

The PESTEL model is useful in offering a systematic, macro-level insight into political agenda, economic development, evolving social consumption, and technological progress (Aithal, 2017) that affect the car industry. Nevertheless, its greatest weakness is the fact that it lacks the measurement of the effect of each factor and the demonstration of the interaction between the factors (Grant, 2018). PESTEL also neglects industry-specific competitive forces and assumes that the environment will be stable, which is not true in the Indian automobile market, which is in fast change.

2.2 Porter's Five Forces analysis

Porter's five forces analysis provides critical insights into competitive forces such as existing competitors, threat of new entrants, bargaining power of buyers and suppliers, threat of substitutes, etc. (Hill, Jones and Schilling, 2017)



Figure 5: Porter's Five Forces

Competitive Rivalry: India ranks among the top competitors with strong domestic competitors such as Tata Motors, Mahindra and foreign automotive brands such as Hyundai and Maruti Suzuki, amongst others (Mordor Intelligence, 2025). The EV segment is becoming progressively tougher, with Tata controlling 70 percent of all EV sales in 2023 (Grand View Research, 2024). The fact that models are being upgraded constantly, their prices are kept low, and there are additional SUV lineups increases competition and new competitors such as MG and BYD further pressurise this (Grand View Research, 2024).

Threat of New Entrants: In my opinion, the intensity of threat posed by new entrants is moderate. Although India is attractive due to its growth in demand, the capital investment requirement, a strict BS-VI emission standard, and extensive dealer networks make it difficult to enter (Bajwa, 2025). New entrants have their financial limitations alleviated by government incentives under PLI (IBEF, 2024). In the case of Ford, this environment removes the threat of new entrants, and the company is more likely to be pressured by global EV experts.

Bargaining Power of Buyers: The bargaining power within India is high, with a high price sensitivity, multiple products, as well as quick comparisons of products through online platforms (Lynch, 2021). Brand switching will be easy for consumers depending on price, fuel efficiency, and safety ratings, and other factors such as quality of after-sales services (Mordor Intelligence, 2025). Competitive financing schemes and technological features by the market leaders give a client great bargaining power (Hill, Jones and Schilling, 2017). The key to preventing buyer bargaining power by Ford will be an excellent provision of value propositions, primarily in mid-range SUVs and EVs.

Bargaining Power of Suppliers: Supplier power is moderate. The automotive parts sector is also big and diversified in India, worth more than \$56 billion dollars and this lowers the reliance on a single supplier (India Brand Equity Foundation, 2025). Nonetheless, some of the more developed EV technologies, like lithium-ion batteries, continue to be heavily imported mostly out of China, which adds a degree of dependency and cost strain (Grand View Research, 2024). The long-term contracts with suppliers that have been developed in old OEMs, such as Maruti Suzuki and Tata, are stronger in terms of bargaining power than the new or entry companies, such as Ford (Bajwa, 2024).

Threat of Substitutes: The level of threat of substitutes is average. Such transportation systems as the metro, buses, and shared mobility have potential substitutes in large cities (Mordor Intelligence, 2025). Two-wheelers also continue to be a competitive alternative, with more than three-quarters of the vehicle sales taking place, this is primarily because of low cost. The use of ride-sharing applications like Ola and Uber also lowers the necessity of having cars of one's own (Grand View Research, 2024). Nevertheless, the increasing safety issues, ownership ambitions toward cars, and the oncoming rise in the middle-class income minimise the threat of the substitution of SUVs and EVs.

2.2.1 Effectiveness and Limitations of the Five Forces Model

The Five Forces tool by Porter works well in determining the attractiveness of an industry by evaluating competition, buyer behaviour, supplier dynamics, and substitution threats of the Indian automotive industry (Grant, 2018). It points out structural pressures like stiff competition and powerful buyer strength that Ford should deal with. Yet, there are weaknesses in the model. It presupposes the stability of the industry boundaries and might fail to embrace the interruptions of EVs, mobility through digital means, or governmental intervention (Lynch, 2021). It is also independent in the way forces are treated, without considering interdependencies like the way policy incentives will redefine supplier power. Also, it does not consider internal capabilities and market dynamism shifts.

2.3. SWOT analysis

The SWOT is a strategic model that evaluates both internal and external forces of a business to identify opportunities and threats from macro forces and strengths and weaknesses owing to internal conditions.

Strengths	Weaknesses
• Strong global brand equity and long automotive heritage (Ford, 2025) • Expertise in SUVs, trucks, and emerging EV technologies	• Previous market exit affects consumer trust and dealer confidence (Narayanan, 2021) • Limited current manufacturing footprint in India after 2021 withdrawal

• Access to global supply chains and R&D capabilities (Ford, 2025) • Ability to leverage international manufacturing standards in India • Strong financial capacity to enter and scale operations (Ford, 2025)	• Lower brand presence compared to Hyundai, Tata, Mahindra, and Kia • High capital investment required to rebuild distribution networks (Narayanan, 2021) • Historically weaker performance in small-car and budget segments (Narayanan, 2021)
Opportunities	Threats
• Rapidly growing EV and SUV segments with rising middle-class demand (Grand View Research, 2024) • Government incentives through FAME II and PLI schemes (Bajwa, 2025) • Opportunity to position India as a manufacturing and export hub • Gaps in the mid-range EV/SUV category that Ford can strategically fill • Potential for partnerships with Indian firms	• Intense competition from well-established Indian and Korean brands (IBEF, 2024) • Price-sensitive consumer base limiting premium pricing power • Policy uncertainties related to EV subsidies and localisation rules (Krishnamurthy, 2013) • Rising raw material costs and supply chain disruptions • Aggressive technological innovation by rivals

2.3.1 Effectiveness and limitations of SWOT analysis

The SWOT analysis works as it combines the internal strengths of Ford and the hostile market and offers us an overview of how we can strategically position ourselves to enter India (Lynch, 2021). It points out why the engineering strengths of Ford and EV experience are aligned with the opportunities of India and its emerging facilities, as well as major threats like competition and wrong pricing. The weaknesses of SWOT lie in its simplicity, though the factors can be subjective, unquantifiable, and do not take into account the interdependencies, e.g., the impact of government incentives on the threat

of being competitively followed. It does not offer precedence or guidance in action either (Hill, Jones and Schilling, 2017).

2.4 Insights and Strategic implications

Various model analyses conducted above generate critical insights for strategic formulation of Ford. The macroenvironmental factors such as political situation, economic condition, social trends etc. are favourable for EV cars made by Ford (IBEF, 2025). However, the competitive landscape is extremely challenging. Local players hold big share of market and due to their local production facilities, they enjoy cost leadership benefits (Grand View Research, 2024).

Ford has to navigate these challenges skilfully in order to success in India. The company should take strategic measures to reduce production and distribution costs for price competitiveness. Besides, the company must differentiate itself for its expensive pricing. It must leverage its global brand image and technologies to compete with local brands (Joseph, 2024)).

Section 3: Strategy Development and Formulation

3.1 Strategic direction and rationale

The strategic goal is to enter into Indian market in order to win a sustainable market share in the dynamic SUV and EV markets. The company looks forward to gaining a significant market share in the mid-and-premium SUV segments and becoming a rival EV leader with current battery technology and global-tested platforms (Ford Motor Company, 2023). Local manufacturing is the core component of the cost-competitiveness strategy, supply chain resilience, and access to government incentives (IBEF, 2024). Additionally, Ford values long-term sustainability through greater localisation of parts, creation of vendor ecosystems and environmentally responsible production to create a future-ready, scalable presence in India (Ford, 2025).

3.2 VRIO analysis of Ford

The VRIO model evaluates key resources and capabilities of an organisation in terms of four critical qualities which are valuable, rare, inimitable, and organised (Hill, Jones and Schilling, 2017). Companies that have resources and capabilities of these qualities are bound to gain a competitive advantage in the market (Grant, 2018). The following section assesses key resources and capabilities of Ford:

Brand Equity and Global Reputation:

- Value: Century-long history of Ford, together with brand image, and strong trust in SUVs and trucks, create customer preference and pricing power (Ford, 2025).
- Rarity: Only a few global automakers like Toyota, GM, VW possess a similar heritage. Thus, brand image is moderately rare.
- Inimitability: Brand image is historically created and socially embedded, making it costly to imitate (Lynch, 2021).
- Organisation: Ford's global marketing, dealership networks, and consistent branding allow full utilisation.

Global Manufacturing and Supply Chain Network:

- Value: Over 60 global plants, diversified suppliers, and regional hubs reduce costs and enable scale efficiencies (Ford, 2025).
- Rarity: Few competitors match this breadth. Besides, EV-only firms lack comparable manufacturing capacity.
- Inimitability: Requires decades of investment, long-term supplier relationships, and operational know-how (Lynch, 2021).
- Organisation: Ford is structured to exploit global sourcing, lean operations, and modular production.

Research & Development Capabilities:

- Value: High R&D spending of approximately \$7-8 billion annually supports EV platforms, e.g., Mustang Mach-E, connectivity, and autonomous tech (Ford Motor Company, 2023).
- Rarity: Many firms compete in EV R&D, but Ford's integration of legacy engineering and new technologies gives it distinctiveness.
- Inimitability: Complex engineering expertise, proprietary patents, and tacit know-how make replication difficult (Lynch, 2021).
- Organisation: Dedicated EV divisions and partnerships, e.g., with SK On for battery support utilisation.

Human Capital and Engineering Talent:

- Value: Strong capabilities in design, powertrain engineering, and large-scale manufacturing (Ford Motor Company, 2023).
- Rarity: Skilled automotive talent is widely available globally, hence, not rare by itself.
- Inimitability: Engineering expertise is trainable, meaning competitors can replicate it through hiring.
- Organisation: Ford effectively deploys teams globally, but not uniquely.

Strong SUV and Pickup Product Portfolio:

- Value: Highly profitable models, e.g., F-Series, which is the bestselling truck in the US, Broncos, and Explorers (Ford, 2025).
- Rarity: Competitors also produce SUVs, but Ford's brand loyalty in this segment is distinctive.
- Inimitability: Model-specific customer loyalty and design heritage are difficult to imitate exactly (Lynch, 2021).
- Organisation: Efficient product development and marketing maximise returns.

Strategic Alliances and Partnerships:

- Value: Reduce development costs, accelerate EV scaling, and enable tech sharing (Lynch, 2021).
- Rarity: Many automakers form alliances, though Ford's partnerships are strategically strong.
- Inimitability: Alliances can be replicated by others, though partner-specific synergies are unique (Grant, 2018).
- Organisation: Ford effectively manages cross-company integration.

To sum up, Ford holds several sustained competitive advantages, notably its brand equity, global manufacturing network, and strong SUV/pickup portfolio (Ford Motor Company, 2024).

3.3 Entry Mode Strategy

International market entry modes refer to the mechanisms a business leverages for expansion into a foreign market (Hill, Jones and Schilling, 2017). Key entry modes for Ford for expansion into India include exporting, joint venture, wholly owned subsidiary, licensing or contract manufacturing.

3.3.1 Exporting

Exporting has minimal financial risk (Grant, 2018), but does not fit the cost-sensitive market in India, dominated by motor vehicle sales of over 85% produced domestically (IBEF, 2024). Fully assembled EVs/SUVs have import duties of more than 70-100% (Bajwa, 2025), rendering Ford products uncompetitive. Inadequate capacity to modify cars to suit Indian conditions, roads, or customer preferences further limits the level of market penetration (Narayanan, 2021). Although it has a short-term testing mechanism, exporting will not provide scale, competitive price or strategic value in the fast-changing automotive industry of India (Lynch, 2021).

3.3.2 Joint Venture

JVs provide familiarity with the local skills, joint investment, and expedited regulatory manoeuvrability (Beamish, 2013). But Ford's experience in a JV in India leading to the collapse of the Ford-Mahindra alliance in 2020 identifies dangers of strategic conflict, administrative complexities, and innovative values and priorities that are not aligned (Narayanan, 2021). Aggressive EV localisation that has become a priority among the Indian car makers could limit international platform integration in Ford. Although JVs may decrease entry barriers, they may compromise long-term autonomy, control of innovation, and brand differentiation, curtailing the possibility of Ford developing a sustainable competitive advantage (Beamish, 2013).

3.3.3 Wholly Owned Subsidiary

A WOS provides complete control over manufacturing, supply chains, and EV technology deployment, the element needed in a market where localisation has made prices 20-30% lower and unlocked government subsidies as the PLI and FAME II schemes (Bajwa, 2025). The creation of facilities owned by Ford will help in customising the products to Indian consumers and an export potential to the Asia-Pacific and Africa. Even though this mode is capital-intensive, it provides strategic equilibrium, safeguards proprietary EV technologies, and brand integrity, which establishes better long-term competitive advantage (Moon and Kwon, 2010).

3.3.4 Recommended entry mode

Wholly owned Greenfield subsidiary, augmented with selected partnerships with battery makers, and charging infrastructure, is most likely to provide Ford the scale, cost advantage, and technology leadership in the premium EV and SUV markets in India (Moon and Kwon, 2010). The approach is also feasible based on the revelations of the VRIO analysis, in which VRIO stands at very strong financial leverage, international supply chains, experienced employees, and numerous other competitive advantages.

3.4 Business Level Strategy for Competitive Advantage

Business strategies are those that a company uses to outperform competitors and achieve sustainable competitive advantage in the market (Lynch, 2021). This section evaluates the generic strategies for Ford for expansion into India:

Cost Leadership:

In India, Cost leadership is not easy for Ford since the local leaders like Maruti Suzuki, Tata, and Hyundai enjoy localisation, low supplier prices and economies of scale which Ford does not enjoy (Mordor Intelligence, 2025). Such cost savings would take years of supply chain development and bulk-scale mass production. Besides, price wars threaten to erode the brand name of Ford and squeeze margins, particularly on EVs whose battery prices are still elevated (Tanwar, 2013).



Figure 6: Porter's Generic Strategies (Tanwar, 2013)

Differentiation:

Differentiation is more compatible with Ford's competitive advantages, including high-level safety, global EV platform, upscale SUV design, and robust brand reputation (Ford Motor Company, 2024). Safety, connected features and reliability are more and more valued by Indian consumers (Yadav and Yadav, 2024). Nevertheless, differentiation might fail to ensure market volume in a price-sensitive market where EVs of high quality have affordability limitations (Grant, 2018). This approach requires high localisation and government incentives in order to promote it.

Focus:

The premium, urban, tech-oriented customers in the SUV and EV segments are the target of a focus strategy that has a high potential (Hill, Jones and Schilling, 2017). This segment is expanding at a high rate, and the market of high-end SUVs in India is estimated to increase at a 10-12% CAGR, and EVs are gaining traction in metros (Bajwa, 2025). Nonetheless, excessive emphasis on niche segments may limit scale, as Ford must reconstruct marketplace presence following the 2021 departure (Narayanan, 2021).

3.4.1 Recommendation: Ford should pursue a 'Differentiation-Focus Hybrid Strategy'

This means provision of technologically advanced, safety-oriented, premium EV/SUV products offered with a focus on urban middle- and upper-middle-income consumers and partly localised to reach competitive pricing (Lynch, 2021). This hybrid strategy utilises the international engineering strength of Ford without direct price competition against mass-market incumbents. It will allow Ford to achieve a defensible market position, brand recovery, and create a long-term competitive advantage in the fastest-growing sub-segments in India (Grant, 2018).

3.5 implementation methods

The India expansion strategy at Ford must be done in a planned and gradual manner. During Phase One, Ford sets up a fully owned subsidiary, obtains government-permits, and develops strategic alliances with battery manufacturers and developers of charging infrastructure. Phase Two is aimed at establishing local assembly and supplier

localisation in order to attain cost efficiency and PLI eligibility. Phase Three is the introduction of modified EV/SUV versions, the reconstruction of the dealer and after-sales concepts, and the implementation of selective marketing, which will help to regain brand confidence. Performance monitoring via the Balanced Scorecard will be carried out on a continuous basis and will tend to offer the strategic alignment during implementation, risk mitigation, and flexibility of operations.

3.6 Risk Analysis and Mitigation

Ford's re-entry into India involves several strategic risks:

- The risk of market competition includes stiff contenders like Tata, Mahindra, Hyundai and Kia. As a solution to this, Ford needs to prioritise differentiated EV/SUV, localisation, and targeted premium (Rubaj, 2021).
- The risk of costs and supply chain estimates pons is related to battery imports and inflation pressures; the mitigation strategies are forming local supplier agreements, researching PLI-facilitated battery assembly, and diversification of sourcing (Bajwa, 2025).
- The brand trust risk, which ensued after Ford walked out in 2021, involves restoring dealer networks, providing enhanced warranties, and sustaining after-sales performance (Rubaj, 2021).

On the whole, the gradual and regionalised, technology-based approach will decrease exposure and assist in long-term stability.

Section 4: Performance Evaluation Framework

According to Hill, Jones and Schilling (2017), performance evaluation is key to business growth and success, and a well-framed evaluation framework is a precondition of efficient and unbiased performance evaluation.

4.1 Balanced Scorecard

Here, a Balanced Scorecard (BSC) is designed for Ford to evaluate performance in India. This framework measures performance beyond financial results (Kumar et al., 2024).

Areas	KPIs	Success metrics/target	Timeline
Financial	Revenue growth rate	Achieve 15% YoY growth	Within 3 years
	Market share	Capture 5% market share in the SUVs and EVs segment	Within 5 Years
	Gross profit margin	Reduce production costs by 15% for cost efficiency	Within 3 years
Customer	Customer satisfaction score	Achieve a CSAT score of more than 85% for sales and post-purchase services	Within 2 years
	EV adoption rates	Ensure that about 40% of Ford's sales in India come from EVs	Within 5 years
Internal processes	Localisation ratio	Localise operation and products by 60%	Within 3 years
	Supplier contracts	Form at least two long-term supplier contracts and ensure 95% on-time supply	Within 2 years
	Charging infrastructure	At least 15 strategic partnerships	Within 2 years
Learning and Growth	Improve R&D	Form 3 R&D partnerships with Indian universities, tech firms, etc.	Within 2 years

	Innovation capabilities	Launch at least one locally adopted EV model	Every 2 years
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Strategic fits and rationale for KPIs

The selected KPIs directly capture the financial, operational, customer, and developmental outcomes critical for Ford's re-entry into India.

- The growth of revenue, market share and cost efficiency are vital parameters of market penetration and competitiveness of a high-volume automobile sector (Milichovský, 2015). Under the Balanced Scorecard framework, financial measures should be supplemented by customer and internal process measures to give an overall gauge of strategic success (Milichovský, 2015).
- Customer KPIs such as CSAT and EV adoption rates will gauge how well Ford can repair trust after its 2021 exit and see how readily its differentiated EV/SUV value chain will be embraced by the market (Drosos, Skordoulis and Chalikias, 2019). These are strategies, as per performance measurement theory, that place customer satisfaction as a leading indicator of long-term profitability and loyalty (Drosos, Skordoulis and Chalikias, 2019).
- Internal process KPIs like localisation ratio, battery supply stability, and charging partnerships show inner abilities required to obtain scale, cost competitiveness and resilience (Kumar et al., 2024). Local supply chain development is essential in emerging markets, as it is argued in the literature of operations strategy.
- KPIs, such as learning and growth through R&D collaboration and innovation capability, help Ford to address the global mission of transforming to electrification and technological dominance. Kaplan and Norton explain this dimension as the basis of long-term strategic renewal to make sure that the organisation is changing according to the changes in technological needs (Kumar et al., 2024).

The KPIs taken as a whole are strategically aligned, quantifiable, and respond to the overarching global strategy of Ford to use electric vehicles as well as the business environment peculiar to the Indian market.

4.2 Triple Bottom Line Framework

Economic perspective:

The economic dimension finds out how Ford can attain sustainable financial performance in India. The essential KPIs will consist of revenue growth of EV and SUV segments, mid- and premium category market share, reduction of the manufacturing cost through localisation, and return on invested capital (ROIC), etc. (Chen et al., 2019). These measures determine the growth of Ford in terms of long-term profitability but at the same time ensure that it is competitive in measuring costs because of price sensitivity.

Environmental perspective:

The environmental aspect concentrates on the role of Ford in environmentally mobile and less environmentally harmful. The KPIs that should be relevant are percentage of EVs in overall sales, decrease in vehicle emissions, energy efficient manufacturing process, and recycling and waste management rates of the battery (Hourneaux et al., 2018). Such actions are in line with the economic emission policies of India and the worldwide decarbonisation of Ford.

Social perspective:

The social measure evaluates the effect of Ford to the employee, suppliers and the local communities. The KPIs will include number of jobs created, hours of employee EV training, participation ratio by local suppliers and health and safety performance indicators (Chen et al., 2019). The measurements measure the contribution of Ford to the development of skills, inclusive growth and responsible conduct of business within the Indian automotive ecosystem.

4.3 Monitoring and Progress

Monitoring and evaluation will play a critical role in ensuring that the expansion strategy of Ford in India does not go off track with the objectives of the company, financially, operationally, and customer-oriented.

- The entire Balanced Scorecard KPIs should be monitored using quarterly performance dashboards that give real-time realisation of revenue trends, market

share, localisation versus progress and customer satisfaction ratios. These dashboards allow seeing the gaps in the performance in a timely manner, as well as changing the resource allocation or the focus of work in a brief period.

- Quarterly and annual strategic review meetings will assess strategic alignment, consider risk exposure and review performance against localisation, EV adoption and manufacturing targets. The cross-functional participation has been adopted in order to ensure that marketing, operations, finance, and R&D views are considered in decision-making.

Together, these mechanisms provide enduring learning, agility in strategies and sound decision-making across the expansion of Ford in India.

Conclusion

This report revealed that India has a great strategic potential as there is rising EV demand, growing middle-class, and its industrial policies are friendly. PESTEL, Five Forces, SWOT, and VRIO indicate the opportunities and competitive threats which can be addressed by the local production and partnership with the ecosystem, which are highlighted by the combination of PESTEL, Five Forces, SWOT, and VRIO. The proposed Balanced Scorecard model and entry mode have a measurable action-plan towards performance measurement. Overall, maintaining competitiveness in India in the long term, Ford needs to build on the global technological strengths, pay attention to localisation processes, and continue the current strategic monitoring.

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