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Section 1: Strategic Analysis and Recommendations

1.0 Organisational Context and Overview

1.1 Company Summary and History

Tesla Inc was established in 2003 and has made position stronger in global market by focusing on sustainable energy solutions. Through analysing its 2010 IPO, it is mentioned that the company has achieved a historic milestone in 2025 by delivering a record of 2.3 million vehicles globally (Nanzo, 2026). Tesla’s core mission is “to accelerate the world’s transition to sustainable energy,” and its vision is “encompassing not only electric vehicles (EVs) but also energy storage and solar solutions” (Tesla, 2026). Its business model is defined by radical vertical integration, managing its proprietary Direct-to-Consumer (D2C) sales and Supercharger network. In the fiscal year 2025, the organisational revenue reached \$115 billion (Zucchi, 2025). The launch of Model 3 was an effective initiative by Tesla that proved efficiency and battery capacity in front of a mass market.

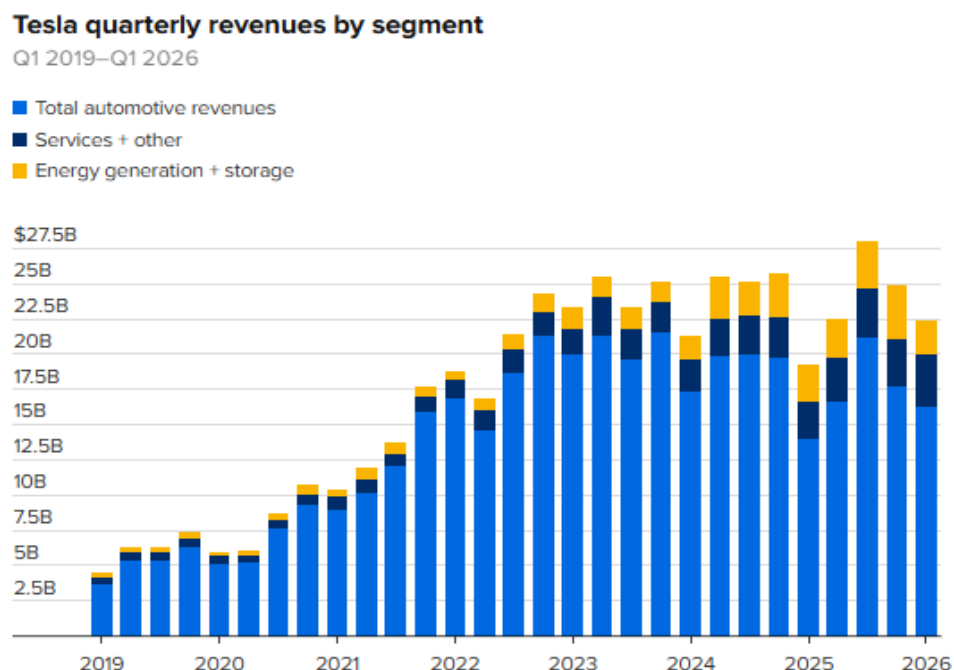


Figure 1: Tesla’s revenue in 2026 1st quarter

(Source: Kolodny, 2026)

1.2 Industry and Market Focus

The specific product is chosen as Model 3 and the selected market is Germany. These are chosen because Germany holds the largest automobile market in Europe and is considered the ancestral home of the combustion engine. Thus, it has become a critical strategic battleground for EV adoption. Moreover, Germany's commitment to the "Climate Action Plan 2050" and the provision of "Umweltbonus" (environmental bonuses) of up to €4,500 for EVs have created a highly receptive economic environment (Europa, 2024). Besides, opening Gigafactory Berlin-Brandenburg appeared feasible for localised production, reduction of logistics cost end highlighting Tesla's ability to challenge German incumbents on their home ground.

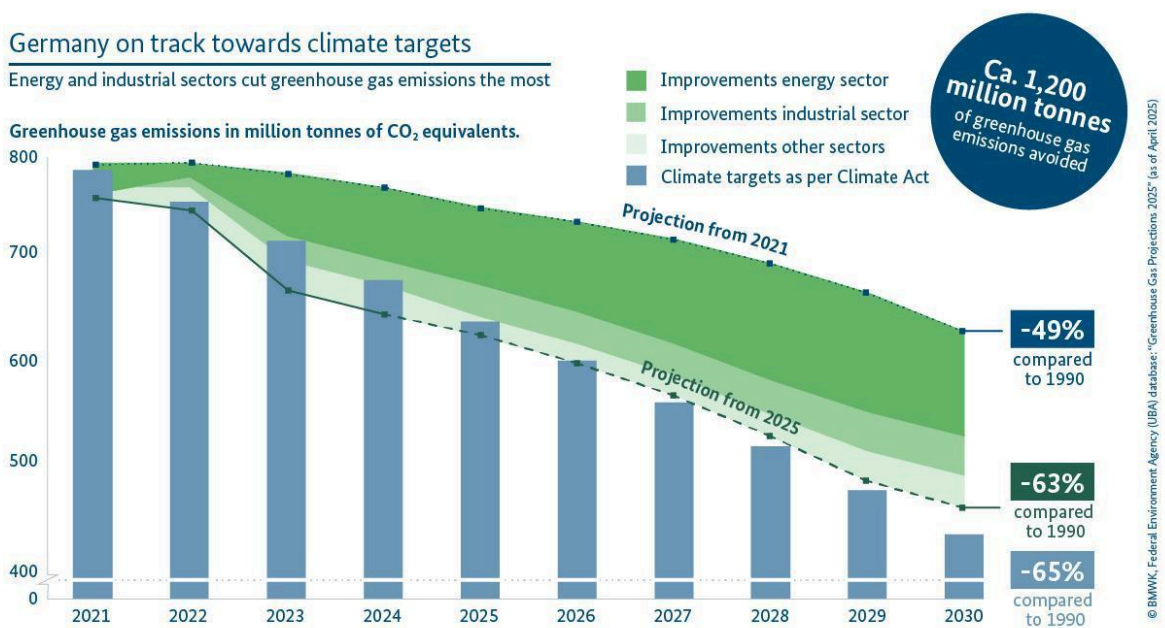


Figure 2: Germany heading towards climate targets

(Source: Federal Ministry for Economic Affairs and Energy, 2025)

1.3 Competitive Landscape

In the sophisticated market of German automobiles within the time frame of 2025 to 2026, Tesla operates in a state of hyper-competition against exceptionally stable domestic manufacturers. By the end of 2025, the company secured a 14% share of

the total German battery electric vehicle market (IEA, 2026). Model 3 acted as a driver to uplift the organisational status as a top-selling premium electric sedan. The competitor Volkswagen is still the high-volume leader, holding 26.8% aggregate market share in the EV sector (Volkswagen, 2026). Along with this, BMW i4 has emerged as a rival, capturing 9.5% market share by 2025 (Reuters, 2026), whereas Mercedes-Benz EQE has focused on the high-margin luxury niche with a 7.2% share (Jamesroberts, 2024). Through the utilisation of the Berlin Gigafactory, Tesla was able to outperform Audi and strengthen its market base in the German automobile sector.

2.0 External and Internal Analysis

2.1 External Environment (PESTEL Analysis)

In order to understand the external business market of a particular company, it is necessary to focus on understanding how it can be impacted by external factors, such as political conditions, economic downturn, and social changes and so on. Hence, PESTLE acts as a tool which is effective in understanding how external factors can impact business stability (Umosen and Essien, 2026). The following part is based on the PESTLE analysis of Germany to identify how the opportunities and threats become crucial for Tesla.

Political factor

The political environment in Germany from 2025 to 2026 was critically impacted by the implementation of a long-term regulatory framework. The opportunity is based on the European Union's "Fit for 55" rule, requiring a 100% reduction in CO2 emissions for new passenger vehicle companies by 2035 (Dornoff *et al.* 2023). Another important aspect is that the German government has maintained a 0.25% benefit-in-kind (BIK) tax rate for electric company cars priced under €60,000 (Hitachi, 2025). On the contrary, the major threat is based on the development of political parties that are against the 2035 ICE ban and this is developing political uncertainty in the country. Along with this, the entire withdrawal of upfront purchases in early 2025 has enhanced the price barriers for retail customers and hence, the sales volume is gradually slowing down.

Economic factor

Based on the economic aspect, the German market is experiencing an increased manufacturing cost that is balanced by the cost sensitivity of consumers. The opportunity is focused on the fact that Model 3 is superior in total cost of ownership. It is recorded that the petrol prices in Germany are €1.85 per litre in 2026 (Yanatma, 2026). This can be advantageous for Model 3 because it is engineered for a 45% reduction in energy cost compared to other combustion vehicles. Moreover, in 2025, the Model 3 retained 62% of its value in comparison to other rival EVs. The significant threat is based on the huge cost of industrial electricity in Germany, which

has reached €0.22 per kWh for industrial users in early 2026 (Reuters, 2026). It can be a prominent cause of huge pressure on Gigafactory Berlin-Brandenburg in comparison with Tesla's USA- or China-based plants. Apart from that, a slower 1.4% of GDP growth in Germany (Goldman Sachs, 2025) becomes crucial to pressure consumer expenditure on premium goods.

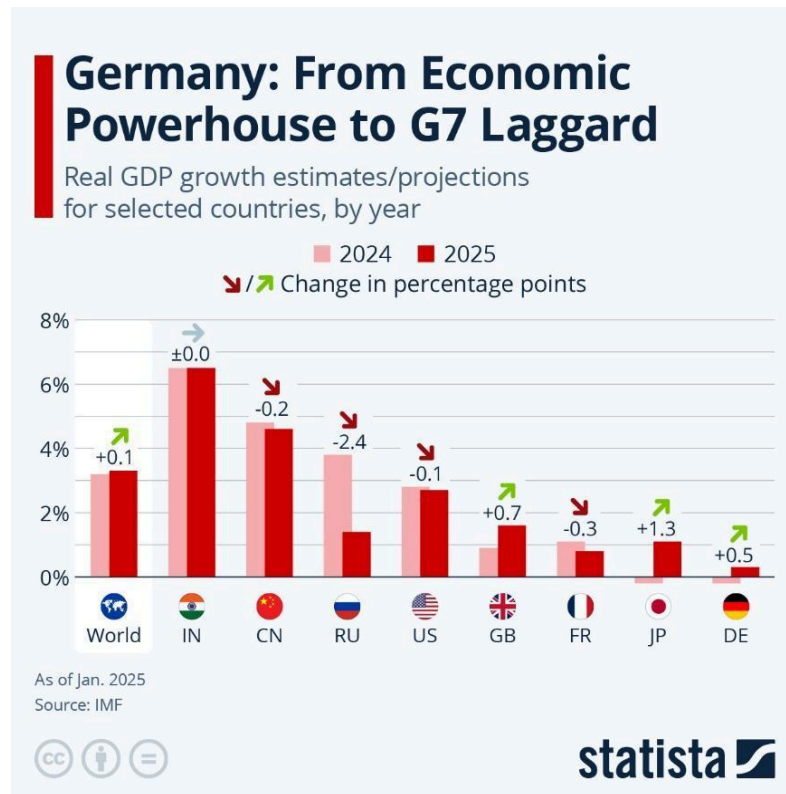


Figure 3: GDP in 2025

(Source: Richter, 2025)

Social factor

Based on the social aspect, first of all, the green transition can be a prominent opportunity for Tesla because 68% of German car buyers are now focusing on the company's sustainability initiatives to select their car brands. The Model 3 has achieved its prominent status symbol among Germany's younger and tech-savvy professionals, who hold 40% of the premium sedan market (BASENOR, 2026).

Europe Luxury Car Market

Market Size Overview

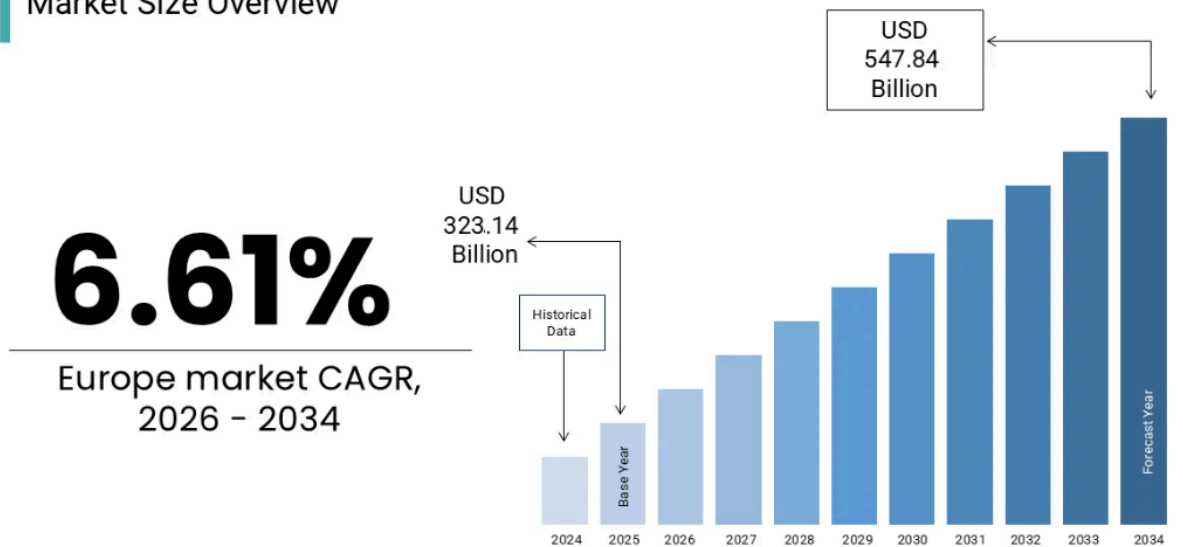


Figure 4: Luxury car market in Europe

(Source: Market Data Forecast, 2025)

The prominent threat is based on “buy German” Social sentiment, mainly within the demographics of those over 50, who hold the major portion of the nation’s private wealth. 55% of this demographic still chooses domestic brands, such as BMW or Mercedes-Benz, impacted by perceived local business values (Jansen, 2025). Furthermore, social security issues based on surveillance cars have caused a prominent localised pushback for Tesla as the camera-heavy security features are incorporated in most of their cars.

Technological factor

The technological environment of Germany is rapidly developing and it has become a prominent opportunity for Tesla. By Q1 2026, the nation will have introduced 190,000 public charging points, significantly reducing range anxiety (Bose, 2026). Tesla’s proprietary V4 Supercharger network, capable of 350kW charging speeds, allows the Model 3 to gain 275km of range in 15 minutes (Cihak, 2023). At the same time, the prominent threat can be based on technology equalisation for German competitors. For example, Volkswagen and BMW have launched 2026 “Next Gen” EV platforms and as a result of this, Tesla’s prominent footprint in battery efficiency

and software-over-the-air is gradually reducing (Gyurov, 2025). Another technological threat can be based on rising cybersecurity requirements in the EU. It may incur a huge cost for redesigning hardware on Tesla's central processing units.

Legal factor

The legal environment in Germany can be the most crucial aspect for Tesla. The opportunity can be based on the standardisation of EV regulation, which is allowing Tesla to sell the Berlin-made Model 3 across the Eurozone. In this regard, Tesla's initiative on "right to repair" is helping it to align with EU-based consumer protection laws. On the other hand, the threat is focused on the supply chain due diligence act that is controlled depending on the human rights audit for all suppliers (Sagar, 2025). Thus, if any kind of violation occurs in Tesla's global battery chain, it may need to pay a fine of 4% of its global annual turnover. On the local aspect, the legal power of "IG Metall" has posed a threat to the non-unionised human resource model of Tesla.

Environmental factor

The environmental stringency of Germany can be a double-edged sword. The main opportunity is focused on the application of the German federal climate change Act, targeting a 65% reduction of greenhouse gas 2030 (Appunn and Wettengel, 2025). At the same time, Tesla's Gigafactory in Berlin is optimised and focused on using 33% less water per vehicle in comparison with the German industry. This is a prominent scope for Model 3 to present itself as "cleanest in class" in the targeted market range. The threats centre on the 2025 EU Battery Regulation. This law has mandated that 95% of cobalt and 80% of lithium be recovered during recycling (Appunn and Wettengel, 2025). This can be crucial for Tesla to maintain a stable supply chain by following these tough environmental compliance costs.

Germany Is Struggling to Reach Its 2030 Emissions Goal

Greenhouse gas emissions by sector (in million tons of CO₂ equivalent)

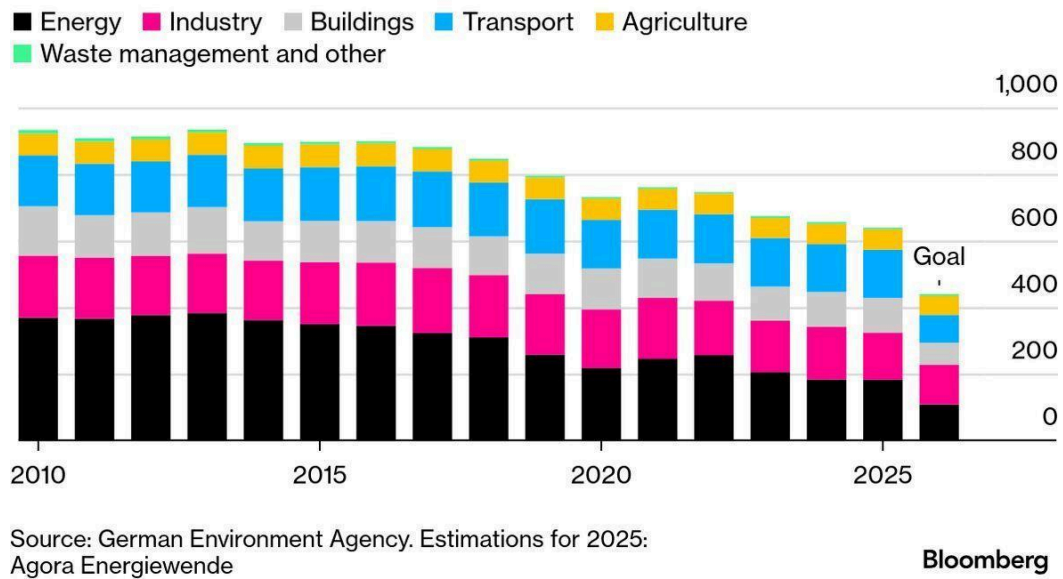


Figure 5: CO₂ emission goal

(Source: Sorge, 2025)

2.2 Internal Environment (VRIO Framework)

In terms of understanding the internal business environment, it can be feasible for companies to set a strategic base. As per the analysis of Larbi *et al.* (2024), internal environment analysis can be supported by the implementation of the VRIO framework. In this regard, the following discussion is based on the VRIO analysis of Tesla.

Valuable Resources: Brand Equity and the Supercharger Network

The main strength of the organisation is based on its brand equity and the charging infrastructure within the time period 2025 to 2026. The brand was directly engaged in managing innovation and its valuation reached \$72 billion (Kolodny, 2026). Furthermore, the Supercharger Network, which expanded to over 2,400 stalls in Germany by early 2026 and it was effective in suppressing range anxiety for Model 3 users. In order to compete with the Volkswagen ID3, Tesla reduced Model 3 prices by 12% in the German market. It impacted the brand exclusivity and the core premium customer group was positively influenced.

Rare Resources: Battery Technology and Software Integration

Tesla has a business capability that is exclusively rare in the German automobile market. The main strength is its proprietary 4680 battery cell technology and thermal management software that allowed the Model 3 to attain the energy efficiency level of 13.1 kWh per 100km (Lambert, 2026). This resource rarity is further influenced by the company's central software architecture. Often, it is seen that German automobile manufacturers are directly dependent on a fragmented network of up to 70 different electronic control units, but the Model 3 operates on a single integrated car computer. This feature appears positive for maintaining Over-the-Air (OTA) updates. On the other hand, the weakness in this aspect is focused on highlighting Tesla's reliance on high-end semiconductors, which is making it vulnerable to global supply chain disruption.

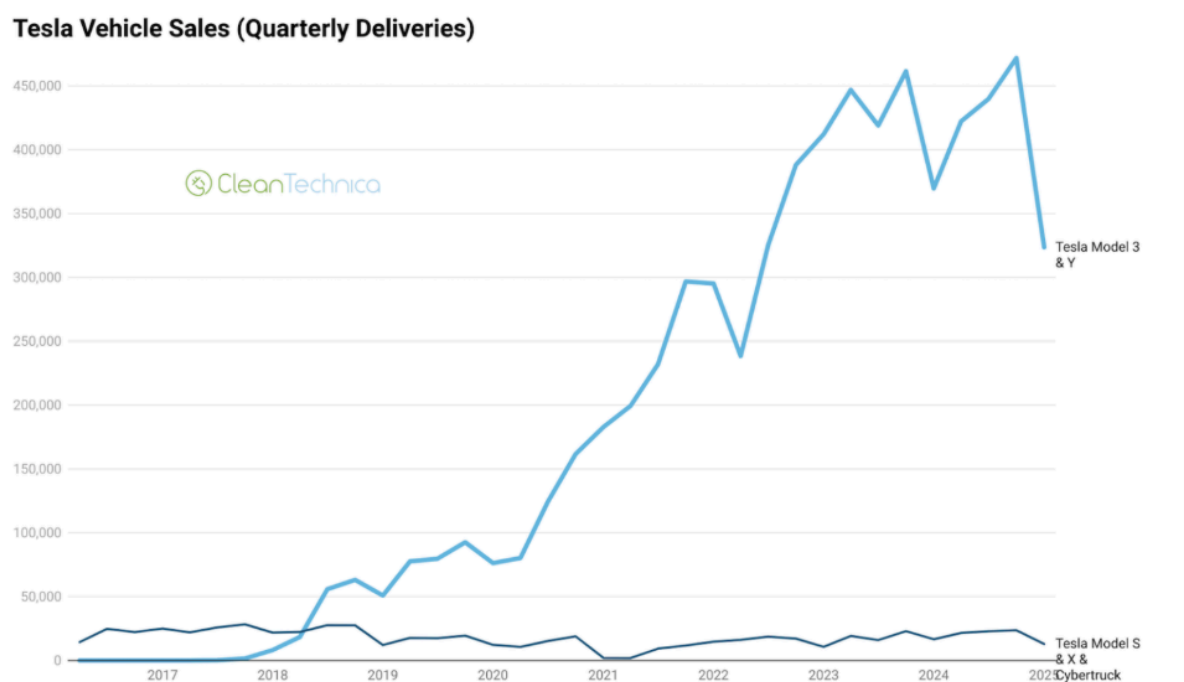


Figure 6: Deliveries of Tesla vehicles

(Source: Shahan, 2025)

Inimitable Resources: Vertical Integration and the Data Moat

The competitive advantage of Tesla is based on the sustainability of resource management, which is tough and costly for the German rivals. The vertical

integration of the organisation is effective in controlling 80% of the Model 3 value chain (Hub24, 2025). The rivals, such as Mercedes-Benz, are currently focusing on software-defined vehicles, which have already been introduced by Tesla with over 12 billion miles of real-world driving data by mid-2026 (Roy and Sriram, 2026). On the other hand, the threat is based on the scenario that by 2026, the German rivals of Tesla may imitate its Giga-casting. It may eventually hamper the overall business growth and stability in the German market.

Organised to Exploit: The D2C Model and Gigafactory Berlin

Tesla is critically focused on exploiting its technological efficiency by applying a direct-to-consumer sales model in developed production hubs. In 2025, the business model acted to support Tesla in attaining an additional 9% margin, which was directly lost by German rivals due to dependency on 3rd party dealership (IEA, 2026). This strength is enabling Tesla to manage the price changes in Germany for Model 3. The weakness is based on managing a developed organisational structure to handle cultural friction within the German labour market. Additionally, the labour turnover increased at Tesla due to its Silicon Valley-style management hierarchy. It is noted that the values reached 18% in 2025, significantly higher than the 5% industry average.



Figure 7: Long-range capacity of Model 3

(Source: Kane, 2025)

2.3 SWOT Analysis

The SWOT framework highlights the strengths and weaknesses an organisation possesses, along with the external opportunities and threats to the business base (Mardiyana *et al.* 2022). The following discussion is based on the SWOT analysis of Tesla, based on the Model 3.

Strengths

The primary internal strength of Tesla is the technological upgradation and infrastructure visibility. It is assumed that by mid-2026, the proprietary Supercharger network will be spreading over 2400 stalls in Germany (Green, 2026). Moreover, the vertical integration of approx. 80% of the value chain of Model 3 can support the organisation in managing costs and retaining the industry-leading position.

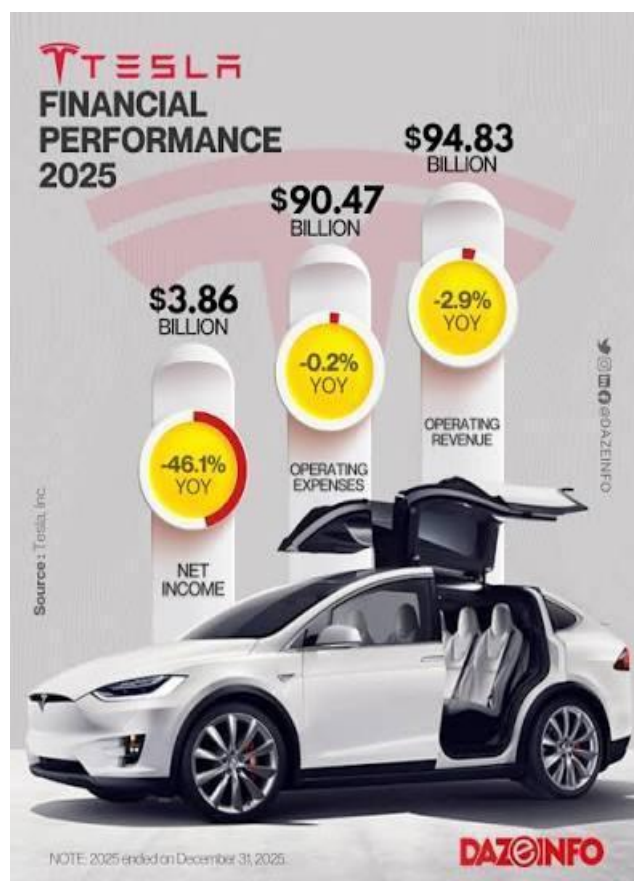


Figure 8: Tesla's financial performance

(Source: IEA, 2025)

Weaknesses

The prominent internal weakness of the organisation is based on operational and cultural friction. In the Gigafactory, the organisation is experiencing high employee turnover that has reached 18% in 2025 (Reddit, 2026). On the other hand, the company's dependence on high-end semiconductors has made it vulnerable to supply chain disruption. As a result of this, it was bound to face price volatility in late 2025 and the price of Model 3 was reduced by 12%, affecting its brand perception.

Opportunities

The external opportunities are mainly based on regulatory and social shifts. The green initiative in Germany shows that around 68% of buyers prefer sustainability in 2026 (Platzek *et al.*, 2026). Along with this, the European Union has mandated a 100% reduction in CO₂ emissions by 2035 and thus, the demand for EVs is gradually developing. On the other hand, the German Government has decided for maintaining .25% benefit-in-kind tax rate for EVs and it has become a major opportunity for Model 3 to achieve 65% of the market share.



Figure 9: CO₂ emission reduction goal in Germany

(Source: Morris, 2026)

Threats

The most prominent external threats centre on developing cost and technology equalisation. First of all, the high industrial electricity prices have posed a challenge for Model 3 to maintain profitability from localised production in Germany. The market competition is also severe. For example, the Volkswagen Group has attained a 26% market share of the total German EV market (Oemisch, 2026) and BMW does not lag. Based on the legal aspect, the 2025 EU battery regulation has enhanced the compliance cost.

3.0 Comprehensive and Holistic View of the Organisation

3.1 CSR Strategy

The CSR strategy of Tesla in Germany is fundamentally aligned with its central business objective of hastening the international conversion towards sustainable energy. The primary goal of the company is to replace internal combustion engine vehicles with EVs. Within Germany, this aligns with the increasing drive for zero-emission transfer and federal carbon-neutrality targets (Müller et al., 2023). Moreover, the organisation drives this through its European energy storage solutions and supercharger network. It is seen that by building the Gigafactory in Grunheide, the organisation aligns its CSR with local financial growth. With this, the organisation targets a closed-loop system by developing in-house battery recycling services in order to reduce the ecological footprint of raw material tracking. The vertically integrated Gigafactory service executes on electricity, which is harmonised with 100% renewable sources for three successive years. It is crucial to the supply chain localisation and European expansion of Tesla. Internationally, the consumers of Tesla avoided the release of 37 million metric tons of CO₂e (Palmié et al., 2024). This metric facilitates as a major signal of the organisation's achievement in aligning its business model with ecological sustainability.

However, it becomes essential to navigate the strict ecological regulations of Germany. The local CSR effort of Tesla intensely emphasises sustainable operations like persistent unused yearly water rights to the local municipalities and zero-process wastewater discharge service. Moreover, aligning with Germany's tradition of high co-determination and social responsibility, the company has been involved in local infrastructure growth, replantation projects and public conferences (Yang, 2025). Furthermore, to minimise human rights risks, the company intends to utilise ethically sourced and traceable materials such as cobalt while fulfilling the demands of international production. It has been analysed that the organisation endures its \$20 billion shift towards humanoid robotics, autonomous driving and AI with the intention to secure roads. This informs its sustainability obligations to integrate wider technological growth. The organisation utilises its sustainability plot in the form of its major marketing tool, by expending virtually zero on traditional advertising (Roessler

et al., 2025). Thus, the emphasis is on social exchange by depending upon consumer superiority and word-of-mouth in driving environmentally-friendly vehicles.

The focus of the company is towards expanding renewable energy production and storage, like Megapack and Powerwall and eradicating tailpipe emissions in order to minimize dependence on the network. The company makes efficient use of battery recycling programs in order to reduce waste and reclaim significant materials. In addition, the company promised to plant thrice the number of trees cleared, operating huge efforts for reforestation. In spite of such green attainments, the CSR execution of Tesla within Germany is highly under pressure in order to align its traditional European social and labour standards with its disruptive corporate pace. Tesla deals with constant analysis from IG Metall, the largest union in Germany. This, in turn, has raised major concerns about its management aggression at the time of local works council elections, work pressure and workplace safety (Palmié et al., 2024). Earlier, the organisation had also faced challenging situations in fulfilling the local ecological expectations, which involve regional permitting hurdles and high water utilisation.

3.2 Balanced Scorecard (Kaplan & Norton)

The Balanced Scorecard (BSC) of Tesla within Germany targets cost leadership and heavy volume. Moreover, with the help of localising at Gigafactory Berlin within Grunheide, the company balances intense competition from legacy brands such as Skoda and BMW, which capture an increasing market share, in spite of the current volatility in Europe (Häberle, 2023). The four different pillars of the company's German BSC highlight this tactical method:

Financial

- **Objectives:** Uphold profitability, drive lower cost per vehicle and scale.
- **KPIs:** Return on investment (ROI), revenue growth and operating margin on Gigafactory infrastructure.
- **Targets:** Increase market share in Europe from lows of under 1% and uphold hostile cost structures to attain local productivity (Verevka and Gao, 2025).

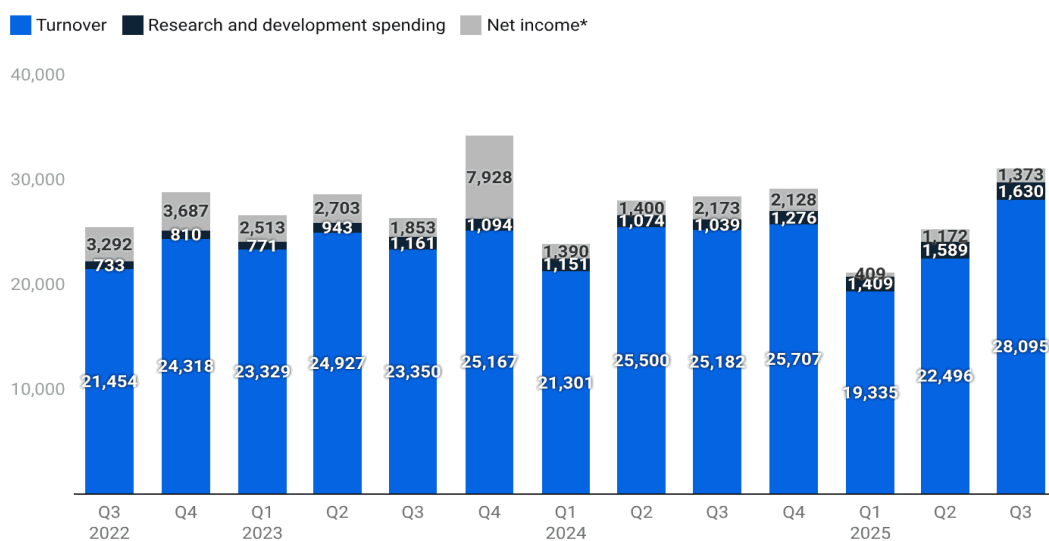
- **Specific initiatives based on the chosen market:** The company is backing a \$250 million expansion in order to design 1 million cars on-site. Thus, by manufacturing 4680 battery cells locally (mounting to 18 GWh of yearly volume) the company avoids logistical inadequacies and import tariffs (González-Prida et al., 2025).

Customer

- **Objectives:** Expand and recover the consumer base against stiff European rivalry.
- **KPIs:** Supercharger network density/uptime, novel vehicle registrations and Net Promoter Score (NPS).
- **Targets:** To uphold consumer satisfaction of 80% or more and maximise local brand awareness (Wei, 2025).
- **Specific initiatives based on the chosen market:** Dealing with hostile pricing from its rivals, the company has reduced costs and expanded its charging footprint aggressively. Such actions proved to be beneficial for the company, with the registration of Tesla within Germany increasing by 315% every year (Braun et al., 2022).

Quarterly key figures for Tesla Motors from 1st quarter 2021 to 3rd quarter 2025

(in million U.S. dollars)



Source: ElectroIQ

ElectroIQ

Figure 10: Net income for Tesla in 2025

(Source: Elad, 2025)

Internal Business Processes

- **Objectives:** Scale automation and streamline production.
- **KPIs:** Supply chain localisation, gigawatt-hours of battery cell output and manufacturing lead time (Wei, 2025).
- **Targets:** To enhance the efficiency of production, minimise the costs of vehicle parts and manufacturing turnaround times.
- **Specific initiatives based on the chosen market:** At the Berlin plant, the company is constantly optimising manufacturing. This involves building a strong partnership with the local startups for automation and artificial intelligence within its live battery line.

Learning and Growth

- **Objectives:** Nurture an extremely skilled workforce to drive constant technological invention.
- **KPIs:** Innovation/startup challenge involvement, training hours per staff and staff retention.
- **Targets:** To nurture constant training in EV technologies and promote a steady labour force.
- **Specific initiatives based on the chosen market:** The expansion of the Gigafactory is creating approximately 1,500 novel jobs (González-Prida et al., 2025). This nurtures localised talent via startup rivalry and university partnerships, which is considered to be a major KPI for the scalability of upcoming tech.

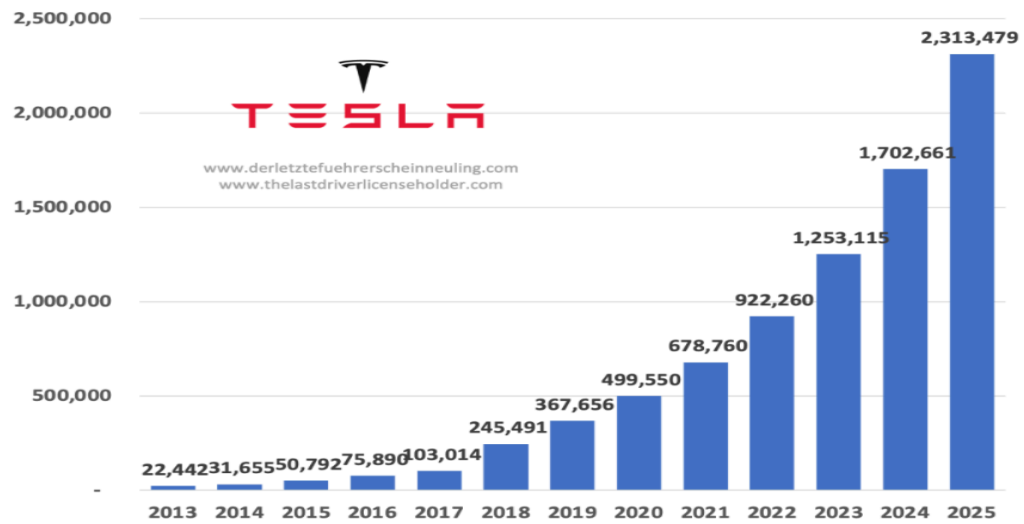


Figure 11: Tesla's exponential growth

(Source: Herger, 2025)

4.0 Strategic Choices and Implementation

4.1 Business-Level Strategic Choices

In the words of Farida and Setiawan (2022), the business-level strategy is mainly based on how the individual business maintains its market position by utilising competitive advantages. Porter's strategy model can be incorporated here to find out the strategies effective for business sustainability (Ardiansyah, 2024). Those strategies are **Cost Leadership**, involving the lowest-cost producer; **Differentiation**, focusing on customers' attributes and **Focus**, targeting a narrow market segment. In relation to the Tesla Model 3 in Germany, the cost leadership strategy can never be advantageous due to the developing high industrial electricity costs and high labour market standards.

On the other hand, the differentiation can be beneficial for Tesla to leverage its V4 Supercharger network and Level 3 Autonomy. It can be mentioned that they can focus on differentiation in terms of attaining a stable competitive base in comparison the market performance of Volkswagen, BMW or Mercedes-Benz. Application of innovative business strategies must be based on analysing the internal environment and organisational ability to meet wider market demands (Awad and Martín-Rojas, 2024). Thus, Tesla has focused on using a hybrid strategy through the proper adoption of Giga-casting and "unboxed manufacturing" (Reuters, 2024). In order to enhance the market value of their model 3, the concerned organisation needs to understand demands of the product in targeted market first. As a result of this, they can be proceed through the differentiation strategy having desired outcomes from market niche. This strategy has been helpful for the organisation to maintain a cost-benefit and it has developed product quality in the competitive automobile sector in Germany. Furthermore, this strategy becomes necessary for Tesla to enhance their market share up to 14% in Germany EV market against the leaders, such as Volkswagen and BMW.

4.2 Recommended Strategy and Validation

Thus, from the previous discussion, it is evident that the recommended strategy for Tesla in Germany is a differentiation-focused hybrid strategy. This strategy prioritises

the maintenance of technological leadership while scaling production efficiency thoroughly. The choice can be validated through the implementation of the **SAFe framework** (Suitability, Acceptability and Feasibility) (Surendran *et al.* 2023). The strategy is suitable because it is focused on utilising around 68% of the social trend of sustainability through introducing the most energy-efficient premium sedan. Focusing on sustainability aspect is one of the necessary area the marketing process of larger MNCs in Germany as most of the demographics check organisational commitment to social and environmental development before purchasing.

The strategy is acceptable because the organisation's authority has targeted a 15% market share and 18% automobile margin for 2026 (Rudolph, 2026). On the contrary, the strategy is feasible because Tesla has the Giga-casting machinery and has developed their production in the Berlin Factory to around 7,000 units per week in Q1 2026 (Tesery Tesla, 2026). At the same time, Porter's five forces can also be introduced in terms of managing differentiation through software and infrastructure development, leading to higher switching costs. Furthermore, it can neutralise the higher bargaining power of buyers in the price-sensitive and sustainability-conscious range of customers in Germany.

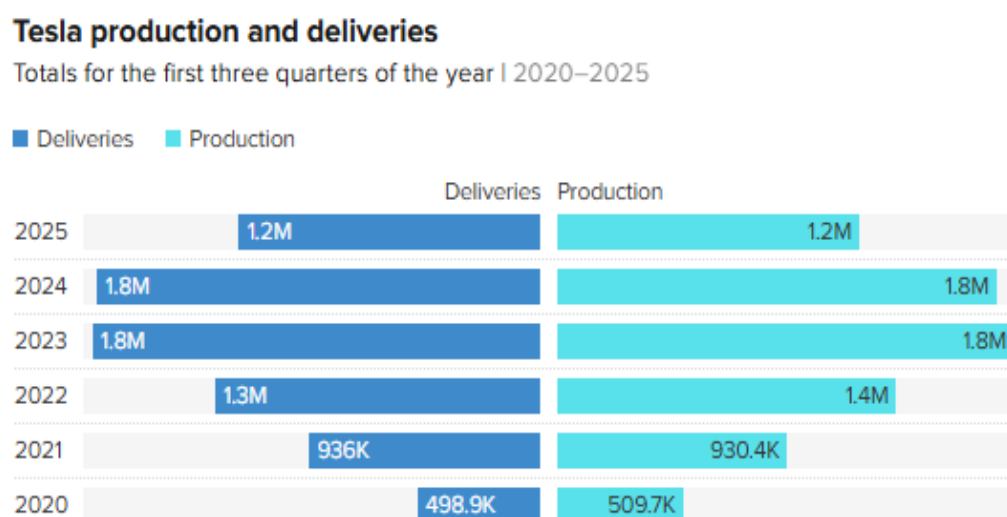


Figure 12: Tesla's production and deliveries

(Source: Kolodny, 2025)

4.3 Performance and Competitive Advantage

In the words of Alharafsheh (2023), the successful implementation of a business strategy can enhance competitive advantages through maximising economic value. In this regard, the recommended strategy for Tesla can enhance performance by developing a multiplicative value process. For example, the Model 3's over-the-air update will be helpful for Tesla to maintain continuous product improvement without the extra overheads of traditional dealer service. This will also be effective in creating a distinctive organisational ability that will be tough for German rivals to imitate. The RBV model can be considered to mention that Tesla's 12 billion miles of driving data have become a crucial intangible asset to present a developed product portfolio (Rio, 2026). At the same time, the strategy can enhance performance by aligning internal business processes with customer satisfaction procedures. For instance, the 2025 Highland refresh has shown that the strategic choices have allowed Tesla to outperform Audi Q4 e-tron in registrations by 12% (jamesroberts, 2023). It is effective to mention that the differentiation through innovation has become the core support to maintain the distinct competency of Tesla in Germany.

4.4 Challenges and Mitigation

The main implementation challenge for Tesla in Germany will be based on organisational fit, mainly the cultural imbalance between Silicon Valley management style and the unionised pattern of the labour market in Germany. As evidence, it is shown that an 18% employee turnover rate at the Berlin plant highlights that the employee retention strategies are not effective (Rio, 2026). In order to handle this challenge, Tesla can focus on implementing an action agenda for strategic execution. It will be adapting a corporate culture to ensure both operational success and employee retention in Germany.

Moreover, it is mentioned that mitigation can be done through a collaborative relationship with IG Metall, which will focus on following local labour market norms to encourage stability of the entire Model 3 value chain. Apart from that. The organisation can adopt the KISS (Keep It Simple, Stupid) principle to make their

business objectives EV for all 140,473 global employees (Kappel, 2023). It will be feasible to mitigate the prominent gap between the board's vision and management's business strategy execution. Apart from that, this strategy can enhance the competitive strength of the organisation in terms of managing marketing process for effectively in the market of Germany. Lastly, it is highlighted that the responsibility of localised German manufacturing initiatives can be handed over to the Office of Strategy Management, which will be helpful to make it clear that the supply chain and environmental compliance are aligned properly with the daily operation of the organisation rather than being considered as a secondary priority.

Section 2: Reflective Account

Introduction

This reflective account is based on applying Gibbs' reflective model to analyse the development of the strategy report for Tesla. As an MBA student, the development of this report is helpful to enhance my understanding of the application of different theoretical frameworks, such as PESTEL and the Balanced Scorecard.

Description

In order to complete this task, I was initially focused on understanding the role of a strategic consultant based on the marketing of the Tesla Model 3 in the German market from 2025 to 2026. After that, I used business frameworks such as PESTLE, VRIO and SWOT analysis. The application of effective business frameworks is necessary to analyse a business environment based on its global market competitive advantage or maintenance of marketing sustainability (Olaleye *et al.* 2024). I can mention that I developed a balanced scorecard model to highlight financial as well as non-financial performance of the organisation, prioritising its strategic choices. Therefore, throughout the process, I followed the professor's opinion and tried to introduce the opinion of my teammate while developing this strategy report successfully.

Feelings

I can mention that before developing this report, I had very few ideas about the application of business frameworks in the modern context of management. But now I am quite confident in using different theories and models while analysing the organisational internal and external environment. Besides, I utilised my analytical skills during the development of this report to introduce many high-density statistics related to Tesla and manufacturing process management in Germany. In terms of developing the report, I came to know that while analysing a business environment, it is necessary to focus on all the key aspects related to the company, such as the marketing strategies, the challenges faced, the rivals' initiatives as well as the change management in the business model.

Evaluation

According to me, the positive aspect of developing this strategy report was based on applying Kaplan and Norton's Balanced Scorecard. In this regard, I developed an initial group discussion with my teammates and tried to understand how they are

planning to manage the performance assessment of the chosen organisation. I have greatly benefited from finding the intangible assets of the company that are helpful for enhancing competitive advantage in Germany. The challenging aspect I have faced is based on aligning effective statistical data to support PESTLE analysis. Development of one's own understanding is necessary for analysing a business environment in comparison with rival companies or the overall industry scenario (Ramadani *et al.* 2022). In this regard, my professor suggested that I may have weak research and referencing skills, which must be developed in the coming days, creating a more evident strategic business report. Furthermore, I have to apply the UWTSD Harvard referencing to the real-world statistics of Tesla to maintain good academic integrity.

Analysis

This assignment becomes helpful for me to develop the concept of “structure follows strategy”. Analysing Tesla's business model and linking its organisational structure has helped me a lot to find out the gaps in its operational process in Germany. I think that strategic management is always a dynamic process and the organisational authority must be responsive to that dynamism. It is evident that while discussing the CSR strategies of the organisation, I have found that the strategic consultant of an organisation is not only engaged in managing performance, but also mitigation of the challenges in the turbulent business environment. Without an understanding of the core business issues, it is always problematic for companies to set competitive strategies (Faraj and Leonardi, 2022). For this purpose, the application of Porter's generic strategy model helped me to have an idea based on the development of organisational strategies of Tesla.

Conclusion

Based on my reflection on my strategy report, I could have emphasised on Game theory to evaluate the impacts of the 2025 price wars between Tesla and Volkswagen. As a result of this, the narrative exploration could be more evident and including a sophisticated justification for Tesla's dynamic pricing was easier. Additionally, the incorporation of resource-based view theory into Model 3 of Tesla could be helpful to differentiate between Tesla's threshold and distinctive resources. In this regard, I needed to emphasise my understanding and research skills to analyse the strategic position of companies in terms of being subject to a volatile business market.

Action plan

I can mention that while developing a business strategy report, I shall focus on the CEI (Claim, Evidence, and Interpretation) model from the start of my drafting phase. As a result of the report will be evident strategy and my academic progress will be ensured. Moreover, I can consult more academic sources based on the chosen organisation that will eventually support me to develop a critical discussion to an exceptional Level 7 standard.

Reference List

Section 1

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