

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Student Name: Md Abdur Rahman Sayem

Student ID: 2503775

Module Name: Marketing Management

Module Code: LCMB7024

Lecturer's Name: Dr Jayalakshmi Gopalkrishnan

Work Count: 2693

Term 1

Contents

1. INTRODUCTION	3
2. TASK 1: CRITICAL ANALYSIS OF THE MACRO MARKETING ENVIRONMENT.....	4
2.1 OVERVIEW OF THE MACRO MARKETING ENVIRONMENT	4
2.2 SELECTION OF TWO EXTERNAL MACRO MARKETING ACTORS	5
2.3 CRITICAL ANALYSIS OF EACH ACTOR.....	7
3. TASK 2: STRATEGIC RESPONSES OF PIONEERING AND FOLLOWER ORGANISATIONS	10
3.1 PIONEERING ORGANISATIONS' STRATEGIC RESPONSES	10
3.2 FOLLOWER ORGANISATIONS' STRATEGIC RESPONSES	12
4. CONCLUSION	15
5. REFERENCES	16

1. Introduction

The increasing pace of change in the electric vehicle (EV) sector of the world has increased the intensity of competition and has redefined the strategic imperative of the leading and the follower companies. This report provides a strategically focused analysis of the role of macro-environmental forces in competitive behaviour in the EV segment, and specifically the various implications they have on pioneers Tesla, and on follower organisations (BYD, NIO, XPeng, Hyundai/Kia and Volkswagen). In strategic marketing management, external environmental forces are interpreted and responded to as a basic precondition of maintaining a competitive advantage that defines positioning and resource allocation in the long term (McCall, 2024). Macro marketing environment, which is conceptualised by the PESTEL frameworks, offers critical information on technological disruption, economic volatility, regulatory change and changing consumer expectations, which both significantly influence organisational decision-making and performance (Kotler et al., 2020).

The two macro-environmental players discussed in this report are the economy and technological change, as they are two of the most influential agents of change in the company concerned by the implications they have on the cost structure, innovation pattern and level of competitiveness. These actors are critically analyzed in Task 1 and a lack of asymmetric opportunities and threats is identified to pioneers and followers. Task 2 compares the strategic responses taken by each group using the given frameworks such as the Growth Matrix by Ansoff and the Generic Strategies by Porter.

2. Task 1: Critical Analysis of the Macro Marketing Environment

2.1 Overview of the Macro Marketing Environment

Macro marketing environment is the big external forces that determine the development of the industry, user tastes and the organisational competitiveness (Gini and Agala, 2023). These political, economic, social, technological, environmental and legal forces, which are quite beyond control by managers, greatly shape the strategic marketing decisions and long-term resource allocation through the PESTEL framework (Kotler et al., 2020; Whittington et al., 2023).



Figure 1: PESTEL framework for macro marketing environment. Source: Kotler et al. (2020).

Systematic environmental scanning would be crucial in dynamic industries like electric vehicles (EVs), as companies need to respond to fast technological development, changing regulatory trends and changing world market conditions (Cao et al., 2021). In the EV sector, economic and technological drivers have a stronger effect, as they impact the cost, scale and business feasibility of electric mobility solutions (Rapson and Mueehlegger, 2021). These forces define the rate of innovation and increased competition between first mover organisations such as Tesla and first order followers such as BYD, NIO, XPeng, Hyundai/Kia and Volkswagen. In turn, long-term competitiveness is based on the capacity to decode and act strategically in response to macro-environmental forces (Satpathy et al., 2025).

2.2 Selection of Two External Macro Marketing Actors

This report is based on the economic and technological macro-environmental factors, both of which have involved transformative consequences to the world EV market.

Actor	Relevance	Key Evidence
Economic 	Shapes EV affordability 	IEA market price trends
Technological 	Drives battery innovation 	BloombergNEF (2024) cost data

Figure 2: Relevance of technological and economic macro-environmental actors for EV industry. Source: Own Contribution.

Economic Actor – Justification

According to Farajnezhad et al. (2024) the affordability of EVs is directly influenced by economic factors such:

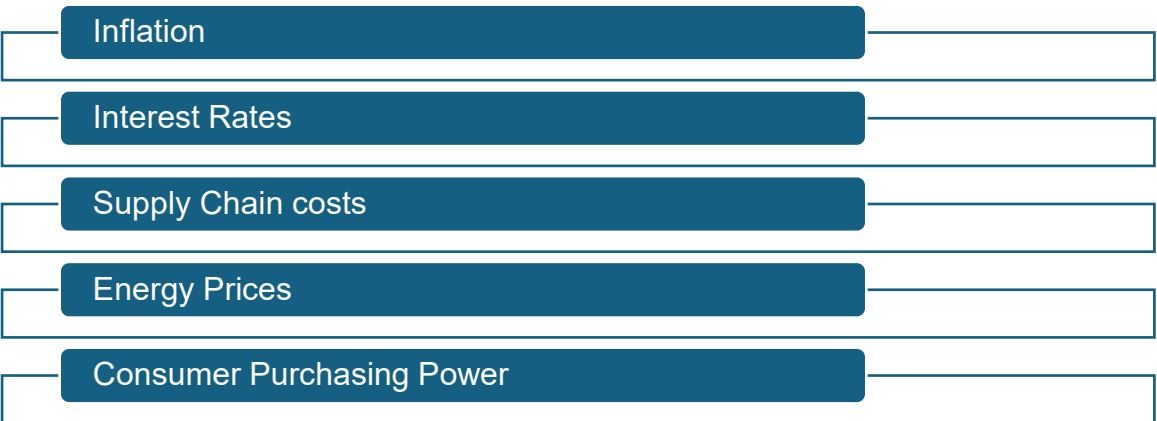


Figure 3: Economic factors contributing EV affordability. Source: Farajnezhad et al. (2024).

Unstable commodity prices, especially lithium and nickel, have exerted an upward pressure on the manufacturing costs and shaped global pricing strategies (Arzani and Nurhayati, 2025). The projection of the global EV sales is that in 2025 it will exceed 20 million units, which is almost a quarter of the total car sales, but the growth is projected

to be happening in the environment of the cost volatility constant (Business Frontier, 2025).

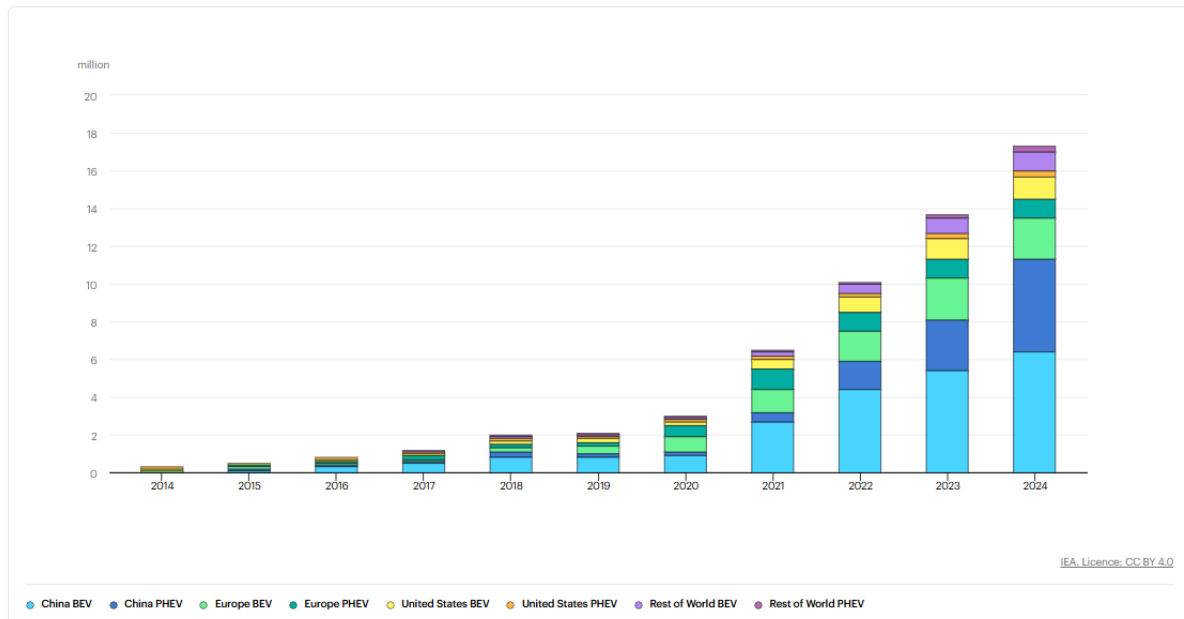


Figure 4: Global electric car sales, 2014-2024. Source: IEA (2024).

One of the key battery materials, lithium carbonate, will stabilise at around US 11,092 per metric tone by 2025 after previous supply crises and demand spikes (The Business Standard, 2025). In Europe, inflation can stabilize to 2.3 percent by 2025, yet structural supply-chain dependencies, such as the use of imported batteries and components, remain to limit production flexibility (ACEA, 2025).

At the same time, the Chinese industrial ecosystem with the use of subsidies, tax breaks, and combined mineral supply developed substantial cost asymmetries between innovators and imitators (Garcia-Macia et al., 2025). As China manufactures more than 70 per cent of world EVs, and 40 per cent of exports, domestic companies enjoy reduced labour costs, resources and industrial coordination supported by the state (IEA, 2025). As a result, competitive pricing is critically dictated by economic forces, changes in demand and the ability of firms to acquire economies of scale (Farajnezhad et al., 2024). To innovators such as Tesla, international visibility increases exposure to commodity price risk, whereas imitators such as BYD, NIO, XPeng and Volkswagen can leverage localised cost benefits to enhance competitive advantage.

Technological Actor – Justification

The EV industry is still led by rapid technological innovation in battery chemistry, electronics and software. By 2024, the world battery-pack cost had dropped to US\$115/kWh -20% each year - and Chinese LFP packs were as cheap as US\$94/kWh, nearly 30% less than Western ones (BloombergNEF, 2024; Jayanthan, 2025)



Figure 5: CATL: World's first mass-produced sodium ion battery. Source: Battery Technology (2025).

At the same time, the next-generation chemistries are developing, including sodium-ion and LMR, and CATL is introducing its mass-produced Naxtra sodium-ion battery in 2025 (Battery Technology, 2025). Such trends create more pressure on competition: newcomers such as Tesla have to maintain their leadership in R&D and software, and follower companies like BYD and NIO use cheaper chemistries to reduce the technological distance.

2.3 Critical Analysis of Each Actor

Economic Actor

Impact on Pioneer: Economic volatility generates opportunities and threats to Tesla. The increased interest and inflation have decreased the EV demand, and Tesla has initiated significant price reductions in 2023-2024. These cuts boosted sales but at the same time undermined the premium brand positioning and the profitability of Tesla (IEA, 2025; Wang, 2024). The use of globally located supply chains with lithium being sourced in Australia and South America further predisposes Tesla to price variation in

commodities (Ghar, 2025). However, the financial strength of the company is upheld by strong cash resources, Gigafactory operations and entry into energy storage systems (Sapir, 2025).

Impact on Followers: There is unequal effect of economic forces on followers. The integrated supply chain, reduced labour expenses, and state backing of BYD in China allow it to rival Tesla at a loss (Yan, 2022). NIO, in its turn, is more susceptible to declines because of higher cost and smaller size (Cable, 2025). XPeng and Volkswagen have increased battery-material prices, but Hyundai/Kia mitigate this by diversified portfolios (Volkswagen Group, 2024; HMG, 2025).

Strategic Implications: Tesla will have to find the balance between low costs and brand integrity and increase localised, efficient manufacturing. The disciples must upscale, cooperate and cost-cut as the economic environment supports cost-effective challengers and limits high-priced innovators.

Technological Actor

Impact on Pioneer (Tesla): Technological change to Tesla gives the company significant benefits in terms of proprietary batteries, native software and its Supercharger network (Bello, 2025). But fast diffusion dilutes its advantage as competitors keep pace or even surpass its innovations BYD in LFP battery, NIO in swappings and XPeng in ADAS, undermining first-mover advantages and raising competition (Cars Newswire, 2025).

Impact on Followers:

Technological changes pose significant opportunities to the follower firms by reducing entry barriers and allowing leapfrogging. BYD has rolled LFP scale battery production, which lowers costs and challenges Tesla, with NIO BaaS model and XPeng advanced ADAS, reinforcing their competitiveness (Cars Newswire, 2025). Hyundai/Kia and Volkswagen also have the advantage of modular EV architecture enabling quick product launches (HMG, 2025; Volkswagen Group, 2025). But the cost of R&D to the followers is increasing, and technology is becoming obsolete and regulation uncertain, meaning long-term competitiveness requires sustained innovation and financial health.

Strategic Implications: In Tesla, strategic implication is the necessity to deepen the software-based differentiation, invest in new-generation battery chemistries (e.g., 4680 cells) and use vertical integration to sustain the velocity of innovation (Neexgent, 2025). The strategic focus of the followers is the technological specialisation (e.g., BYD in batteries; NIO in swapping; XPeng in ADAS) and scale efficiency. The technological actor thus both undermines pioneer advantage and empowers rapid challengers.

3. Task 2: Strategic Responses of Pioneering and Follower Organisations

3.1 Pioneering Organisations' Strategic Responses

Ansoff's Growth Matrix Applied to Tesla

Tesla uses a complex growth portfolio in response to environmental forces, although the increasing competition requires selective strategic development.

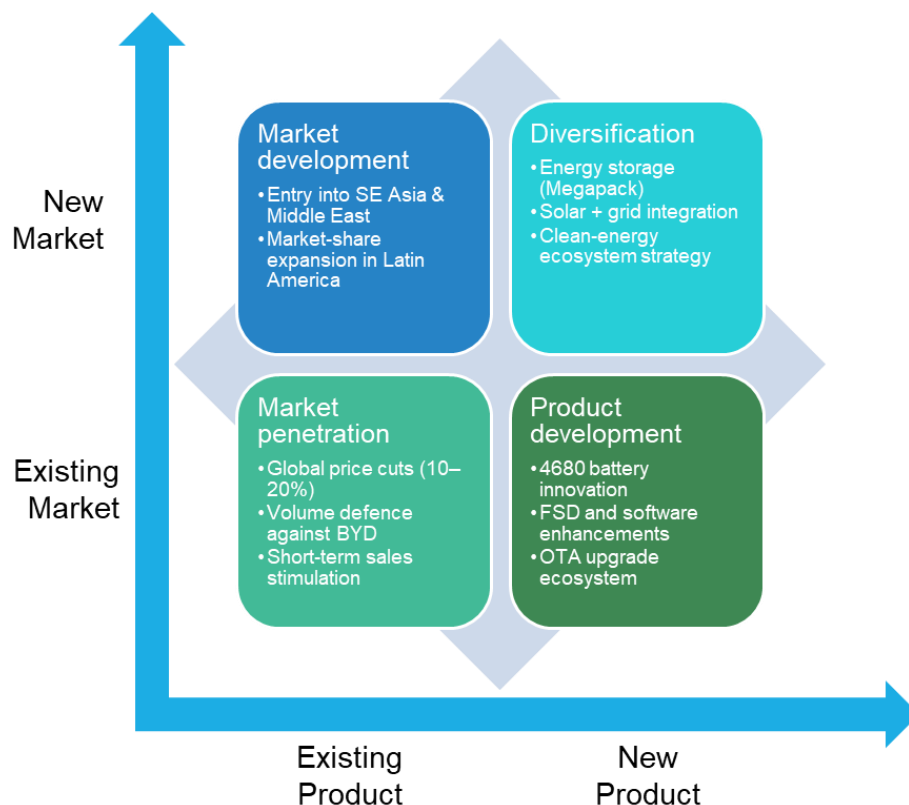


Figure 6: Application of Ansoff's Growth Matrix to Tesla. Source: Own Contribution.

Market Development: Tesla can broaden its geographic presence by entering emerging EV markets (e.g., Thailand, UAE, Chile), but the affordability issue hinders the expansion of Tesla in markets where the company faces competition by cost-conscious competitors like BYD (Grant, 2025).

Diversification: Tesla Powerwall grid services, Megapack, and Powerwall is an effective diversification model that cushions the turnover of the automotive sector and reinforces its portfolio as a clean-energy system (Maisch, 2025).

Market Penetration: The drop of the price of Tesla all over China, Europe and North America are intended to boost demand, protect market share and overcome cheaper

rivals (Qin and Wu, 2021). It is a defensive penetration action that is aimed at maintaining volume but poses long term threats on margin and brand position.

Product Development: Investment in 4680 battery cells, FSD software, hardware upgrades and OTA capabilities improves product differentiation (Neexgent, 2025). Nevertheless, the accelerated rate of innovation among the followers makes Tesla less technologically insulated, and they need to reinvent on a regular basis (Olorunfemi, 2024).

Porter's Generic Strategies and Tesla's Response

The strategic responses of Tesla can be strongly understood based on Porter's Generic Strategies, which points out the way innovative firms are trying to defend their competitive advantage in the face of growing environmental turbulence.

Differentiation Strategy: Tesla has a core competitive advantage of intensive differentiation: proprietary software, sophisticated autonomous driving designs, high-performance powertrains and a vertically integrated supply chain (Han, 2021). Platform-based differentiation is enhanced through the Supercharger network and is now becoming a continental standard in North America which puts competitors into the infrastructure of Tesla (TESMAG, 2020). This forms structural path dependence and enhances the centrality of Tesla to the larger EV ecosystem.

Hybrid Differentiation–Cost Strategy: Lately, Tesla has seen partial conversion to a hybrid strategy, which combines differentiation and cost competitiveness (Wang, 2024). In spite of the threats of strategic inconsistency given by Porter (1985), the vertical integration of Tesla is helpful in minimizing this threat because the cost reduction is achievable without the complete elimination of innovation-led value (EBSCO, 2021). However, there is an underlying threat that intense competition over prices can renegotiate the consumer mindset and Tesla turns into a mass-market brand rather than a technological innovator (Autonews, 2024).

Important Analysis of the Tesla responses.

Critical Evaluation of Tesla's Responses

The strategic reactions of Tesla are flexible and weak. Long-term innovation leadership is supported by product development and product diversification and is minimized by short-term demand shocks by market penetration (Braguinsky et al., 2021). Nonetheless, Tesla strength of more and more price-based competitiveness is an

indicator of diminishing insulation against follower encroachment. The loss of first-mover advantage therefore demands Tesla to hasten ecosystem integration and the next-generation innovation in order to maintain competitive resilience.

3.2 Follower Organisations' Strategic Responses

Ansoff's Growth Matrix Applied to Followers

Strategically adaptive, cost-efficient and context-specific growth strategies by the follower firms are used to exploit the late-mover advantages.



Figure 7: Application of Ansoff's Growth Matrix to followers. Source: Own Contribution.

Market Development (BYD, Hyundai/Kia): BYD develops locally in Thailand, Brazil, and Hungary, where it takes advantage of favorable regulatory environments (Liu et al., 2023). Hyundai/Kia venture international penetration through EVs through E-GMP in the US and Europe (HMG Newsroom, 2023).

Diversification (Hyundai, Volkswagen, BYD): Hyundai (charging networks and software subsidiaries), Volkswagen (commercial vehicles and rail systems), and BYD

(hydrogen mobility) are able to reduce EV revenues volatility through diversification (Liu et al., 2023).

Market penetration (BYD, XPeng): BYD has used cheap integrated manufacturing to actively cut the price of Tesla in China and the international market (The Economic Times, 2025). XPeng aims at urban consumers who are price-sensitive and have competitive features as well as localised ADAS systems (Xpeng, 2023).

Product Development (NIO, Volkswagen): The battery-swapping and BaaS subscription model of NIO has a higher, differentiated value (NIO, 2021). VW is trying to modernise its old systems by investing in new software architectures and modular platforms, battery chemistries (Zollino and Oemisch, 2023).

Porter's Generic Strategies Applied to Followers

The differentiated competitive strategies of the follower organisations take advantage of the resource advantages, cost efficiencies, and focused innovation and alter the power balance in the industry.

Cost Leadership (BYD, Volkswagen): BYD has a textbook cost-leadership approach, where every significant component, such as batteries, semiconductors, etc., is controlled to provide unprecedented cost efficiencies (Liu et al., 2023). This allows Tesla to remain underpriced and undermine Tesla leadership in terms of volume in China and the global market (Yan, 2022). Through the modular MEB platform, Volkswagen pursues cost-efficiencies through economies of scale in several brands (VW, Skoda, Audi) (Volkswagen Group, 2025).

Differentiation Focus (NIO, XPeng): NIO uses the differentiation focus strategy, which is a premium, service-oriented EV brand. Its ecosystem of lifestyle (NIO Houses, exclusive membership, concierge services) is differentiated by the value of experience instead of technology pure only (Chen, 2025). XPeng tries to be a differentiator based on technology-driven performance, particularly in ADAS to serve in dense Chinese cities, with software sophistication niche value creation (Xpeng.com, 2024).

Hybrid Strategy (Hyundai/Kia): Hyundai/Kia are one of the examples of hybrid strategy, where the price is mid-range with high performance (800 V charging, long-range batteries) (HMG Operation Team, 2021). Their approach takes advantage of the consistency of the brand, manufacturing large scale and multi-market capability, which allows them to occupy high-end and mainstream segments (Onalaja and Otokiti, 2021).

Critical Evaluation of Follower Strategies

Follower firms have high levels of internal strategic coherence through both economic resilience to financial turbulence and specific technological innovations, i.e., battery swapping, advanced driver-assistance systems and modular EV platforms, which provide alternative compelling differentiation models that can be used instead of Tesla (Indiran et al., 2023). Their extensive spread across the geographic territory also minimizes the risks of regulatory and market concentration. Nevertheless, there are significant limitations experienced by followers. Chinese EV brands face regulatory and political obstacles when going to the West, restricting their scalability all over the world (The Business Times, 2024). Simultaneously, high-value members like NIO find it difficult to reach a large scale and long-term profitability as the high costs of research and development and their inferior economies of scale keep pushing margins down.

4. Conclusion

As discussed in this report, the strategic behaviour of pioneer and follower organisations in the global EV industry is determined by two critical macro-environmental actors, namely, technological change and economic conditions. It was found that the forces have an asymmetric pressure on firms based on their strategic maturity, resource set up and competitive orientation. The opportunities brought by technological acceleration as well as the drop in battery prices and the advent of AI-driven software ecosystems offer chances to both innovators and imitators and also eliminate the benefits formerly enjoyed by first-mover technology (BloombergNEF, 2024). Competitive dynamics are further intensified by economic volatility, which is triggered by the changing prices of various commodities, inflation and uncertain consumer demand, and strengthens the structural benefits of cost-effective followers (IEA, 2024).

Additionally, there was major strategic divergence as found in the report. The first mover like Tesla take multi faceted approach; differentiation, hybrid pricing, market development and energy-system diversification to maintain technological and ecosystem leadership. The adherents such as BYD, NIO, XPeng, Hyundai/Kia and Volkswagen, instead, implement the late-mover strategy with the focus on cost leadership, modular innovation and targeted expansion in the geographical terms.

All in all, the report highlights how vital constant environmental scanning and responsive marketing is. To remain competitive in the emergent EV environment, firms have to expect changes in macro-environment, refocus their strategic priorities and work to convert environmental cues into consistent action.

5. References

- ACEA (2025). Economic and Market Report: Global and EU auto industry – First half of 2025. [online] ACEA - European Automobile Manufacturers' Association. Available at: <https://www.acea.auto/publication/economic-and-market-report-global-and-eu-auto-industry-first-half-of-2025/>.
- Arzania, N. and Nurhayati, I. (2025). How Inflation Changes the Pattern of Production Costs? An Investigation of Raw Materials, Labor, and Overhead. *Transekonomika Akuntansi Bisnis dan Keuangan*, 5(4), pp.945–962. doi:<https://doi.org/10.55047/transekonomika.v5i4.997>.
- Autonews. (2024). Column: Why we stripped Tesla of luxury status. [online] Available at: <https://www.autonews.com/commentary/why-tesla-no-longer-luxury-car-brand/>.
- Battery Technology. (2025). 5 Key Takeaways From CATL's Naxtra Sodium-Ion Battery Launch. [online] Available at: <https://www.batterytechonline.com/materials/5-key-takeaways-from-catl-s-naxtra-sodium-ion-battery-launch>.
- Bello, W. (2025). Strategic Analysis of Tesla Inc. [online] doi:<https://doi.org/10.13140/RG.2.2.22467.87848>.
- BloombergNEF (2024). Lithium-Ion Battery Pack Prices See Largest Drop Since 2017, Falling to \$115 per Kilowatt-Hour: BloombergNEF - BloombergNEF. [online] BloombergNEF. Available at: <https://about.bnef.com/insights/commodities/lithium-ion-battery-pack-prices-see-largest-drop-since-2017-falling-to-115-per-kilowatt-hour-bloombergnef/>.
- Braguinsky, S., Ohyama, A., Okazaki, T. and Syverson, C. (2021). Product Innovation, Product Diversification, and Firm Growth: Evidence from Japan's Early Industrialization. *American Economic Review*, 111(12), pp.3795–3826. doi:<https://doi.org/10.1257/aer.20201656>.
- Business Frontier (2025). More than 1 in 4 Cars Sold Worldwide in 2025 is Electric: IEA Report. [online] Thebusinessfrontier.com. Available at: <https://thebusinessfrontier.com/more-than-1-in-4-cars-sold-worldwide-is-electric-iea-report/>.
- Cable, J. (2025). Is Nio Stock a Buy Now? | The Motley Fool. [online] The Motley Fool. Available at: <https://www.fool.com/investing/2025/10/11/is-nio-stock-a-buy-now/>.

Cao, J., Chen, X., Qiu, R. and Hou, S. (2021). Electric Vehicle Industry Sustainable Development with a Stakeholder Engagement System. *Technology in Society*, 67(1), p.101771. doi:<https://doi.org/10.1016/j.techsoc.2021.101771>.

Cars Newswire (2025). The Future of Tesla Amid Rising Competition from BYD and China's EV Giants -. [online] Carsnewswire.com. Available at: <https://carsnewswire.com/2025/07/06/the-future-of-tesla-amid-rising-competition-from-byd-and-chinas-ev-giants/>.

Chen, H. (2025). Financial Performance Analysis of NIO: Discussion on Profitability Based on DuPont Analysis Method. *Highlights in Business, Economics and Management*, 59, pp.139–146. doi:<https://doi.org/10.54097/qyfb0n19>.

EBSCO (2021). Porter's Generic Strategies | EBSCO. [online] EBSCO Information Services, Inc. | www.ebsco.com. Available at: <https://www.ebsco.com/research-starters/marketing/porters-generic-strategies>.

Farajnezhad, M., See, J. and Kamyab, H. (2024). Impact of Economic, Social, And Environmental Factors on Electric Vehicle Adoption: A Review. *Eídos*, 17(24), pp.39–62. doi:<https://doi.org/10.29019/eidos.v17i24.1380>.

Garcia-Macia, D., Kothari, S. and Tao, Y. (2025). The hidden costs of China's industrial policy. [online] CEPR. Available at: <https://cepr.org/voxeu/columns/hidden-costs-chinas-industrial-policy>.

Ghar, S. (2025). Tesla's International Business Strategy. *SSRN Electronic Journal*. [online] doi:<https://doi.org/10.2139/ssrn.5258192>.

Gini, K.B. and Agala, H.O. (2023). The Impact of Macro-Environmental Factors on Business Performance. *International journal of research and innovation in social science*, 7(11), pp.1837–1843. doi:<https://doi.org/10.47772/ijriss.2023.7011145>.

Grant, E. (2025). Tesla's Affordable Model Strategy and Its Implications for EV Market Expansion. [online] Ainvest. Available at: <https://www.ainvest.com/news/tesla-affordable-model-strategy-implications-ev-market-expansion-2510/>.

Han, J. (2021). How Does Tesla Motors Achieve Competitive Advantage in the Global Automobile Industry? *Journal of Next-generation Convergence Information Services Technology*, 10(5), pp.573–582. doi:<https://doi.org/10.29056/jncist.2021.10.09>.

HMG Newsroom (2023). Kia Accelerates Popularization of EVs with Reveal of EV5 and Two Concept Models at Kia EV Day. [online] Hyundai Motor Group Newsroom. Available at: <https://www.hyundaimotorgroup.com/en/news/CONT0000000000116428>

HMG Operation Team (2021). A new superstar in the EV market: Kia EV6. [online] Hyundai Motor Group. Available at: <https://www.hyundaimotorgroup.com/en/story/CONT0000000000001677>.

HMG. (2025). Hyundai Motor Group unveils E-GMP.S, the PBV dedicated platform. [online] Available at: <https://www.hyundaimotorgroup.com/en/story/CONT00000000000170646>

Hooley, G.J., Nicoulaud, B., Rudd, J. and Lee, N. (2021). Marketing strategy & competitive positioning. 7th ed. Harlow, England: Pearson.

Hyundai Motor Group (2025). Kia to Strengthen Growth Engine Through Launch of New EV, PBV and Pickup Models. [online] Hyundai Motor Group Newsroom. Available at: <https://www.hyundaimotorgroup.com/en/news/CONT00000000000174109>

IEA (2024). Global electric car sales, 2014-2024 – Charts – Data & Statistics - IEA. [online] IEA. Available at: <https://www.iea.org/data-and-statistics/charts/global-electric-car-sales-2014-2024>.

IEA (2025). Executive summary – Global EV Outlook 2025 – Analysis - IEA. [online] IEA. Available at: <https://www.iea.org/reports/global-ev-outlook-2025/executive-summary>.

Indiran, L., Lei, J., Baskaran, S., Yaacob, Z., Haiyat, U., Kohar, A. and Senin, A. (2023). Disruptive Innovation: A Case Study of BYD's Business Model Canvas. International Journal of Academic Research in Business and Social Sciences, [online] 13(9), pp.861–875. doi:<https://doi.org/10.6007/IJARBS/v13-i9/17822>.

Jayanthan, S. (2025). Where are EV battery prices headed in 2025 and beyond? [online] S&P Automotive Insights. Available at: <https://www.spglobal.com/automotive-insights/en/blogs/2025/01/where-are-ev-battery-prices-headed-in-2025-and-beyond>.

Kotler, P., Armstrong, G., Harris, L. and Piercy, N. (2020). Principles of Marketing. 8th ed. Harlow: Pearson.

Kotler, P., Keller, K.L. and Chernev, A. (2021). Marketing management. 16th ed. Hoboken, Nj: Pearson Education.

Liu, J., Liu, H. and Yu, H. (2025). From Product Globalization to Capacity Globalization: BYD's Comprehensive Overseas Expansion Strategy. Global Sustainability Research, 4(1), pp.112–129. doi:<https://doi.org/10.56556/gssr.v4i1.1232>.

Maisch, M. (2025). Tesla's 2024 energy storage revenue surpasses \$10 billion - Energy Storage. [online] Energy Storage. Available at: <https://www.ess-news.com/2025/01/30/teslas-2024-energy-storage-revenue-surpasses-10-billion/>.

Mccall, A. (2024). Strategic Management and Competitive Advantage. [online] ResearchGate. Available at:

https://www.researchgate.net/publication/386050766_Strategic_Management_and_Competitive_Advantage.

Neexgent (2025). Why Tesla Chose to Use the 4680 Battery?-News. [online] Why Tesla Chose to Use the 4680 Battery?-News. Available at: <https://www.neexgent.com/article/why-tesla-chose-to-use-the-4680-battery.html>.

NIO (2021). The Current State of EV Battery Swapping. [online] www.nio.com. Available at: <https://www.nio.com/blog/current-state-ev-battery-swapping>.

Olorunfemi, B. (2024). The Innovations Driving Tesla's Success: Disruptions, Customer Transformation, and Entrepreneurial Strategies. Qeios, [online] 1(1). doi:<https://doi.org/10.32388/HA56OH>.

Onalaja, A.E. and Otokiti, B.O. (2021). The Role of Strategic Brand Positioning in Driving Business Growth and Competitive Advantage. International Journal of Multidisciplinary Research and Growth Evaluation., [online] 2(1), pp.835–847. doi:<https://doi.org/10.54660/ijmrge.2021.2.1.835-847>.

Qin, S. and Wu, G. (2021). Research on Tesla's Price Strategy in China. [online] www.atlantis-press.com. doi:<https://doi.org/10.2991/assehr.k.211209.099>.

Rapson, D. and Muehlegger, E. (2021). The Economics of Electric Vehicles. SSRN Electronic Journal, [online] (29093). doi:<https://doi.org/10.2139/ssrn.3897528>.

Sapir, M. (2025). Tesla's Big Promise Vs. Today's Reality. [online] Seeking Alpha. Available at: <https://seekingalpha.com/article/4844567-tesla-big-promise-vs-today-reality>.

Satpathy, P.R., Ramachandramurthy, V.K., Radha Krishnan, T.R. and Padmanaban, S. (2025). Technological innovations and sustainable strategies for advancing electric vehicle performance and market integration. Energy Strategy Reviews, 60, p.101790. doi:<https://doi.org/10.1016/j.esr.2025.101790>.

Smu.edu.sg. (2022). NIO's Battery-as-a-Service Strategy | Centre for Case Learning and Excellence. [online] Available at: <https://ccx.smu.edu.sg/ami/issues/volume-09-issue-1/case-point/nios-battery-service-strategy>.

TESMAG. (2020). Tesla Expands Supercharger Network to Include Third-Party EVs Across Europe and North America. [online] Available at: <https://www.teslaaccessories.com/nb/blogs/news/tesla-expands-supercharger-network-to-include-third-party-evs-across-europe-and-north->

[america?srsId=AfmBOopqvjtTTI-](#)

[Gq16Nx3UFzfmwAdbL26rghXahUyteFvvCM9J_Hs1d](#)

The Business Standard. (2025). Lithium prices to stabilise in 2025 as mine closures, China EV sales ease glut: analysts. [online] Available at: <https://www.tbsnews.net/worldbiz/china/lithium-prices-stabilise-2025-mine-closures-china-ev-sales-ease-glut-analysts-1041656>.

The Business Times. (2024). Climate change, economics muddy West's drive to curb Chinese EVs. [online] Available at: <https://www.businesstimes.com.sg/esg/climate-change-economics-muddy-west-s-drive-curb-chinese-evs>.

The Economic Times (2025). China's BYD overtakes Tesla as the world's top EV seller – Is this the end of Tesla's reign, or can their. [online] The Economic Times. Available at: <https://economictimes.indiatimes.com/news/international/us/chinas-byd-overtakes-tesla-as-the-worlds-top-ev-seller-is-this-the-end-of-teslas-reign-or-can-their-refreshed-model-y-fight-back-whats-behind-the-shift-and-what-it-means-for-the-future-of-electric-cars/articleshow/119495465.cms?from=mdr>.

Volkswagen Group (2024). Ready for next EV push: Volkswagen enters into agreement with XPENG for fast joint development of two smart e-cars. [online] Volkswagen Group. Available at: <https://www.volkswagen-group.com/en/articles/ready-for-next-ev-push-volkswagen-enters-into-agreement-with-xpeng-for-fast-joint-development-of-two-smart-e-cars-18246>.

Volkswagen Group. (2025). E-mobility: six advantages of the MEB platform | Volkswagen Group Italia. [online] Available at: <https://www.volkswagengroup.it/en/vision/e-mobility-six-advantages-of-the-meb-platform>.

Wang, S. (2024). Study of the Transition in Tesla's Pricing Strategy and the Challenges to Profit Margin: An Exploration of Dynamic Equilibrium. Highlights in Business, Economics and Management, [online] 24(2), pp.436–441. doi:<https://doi.org/10.54097/3cantc35>.

Whittington, R., Regnér, P., Angwin, D., Johnson, G and Scholes, K. (2023). Exploring strategy : text and cases. 13th ed. Harlow, England: Pearson.

Xpeng (2023). XPENG FIRST ROLLS OUT ADAS FOR URBAN DRIVING IN BEIJING. [online] www.xpeng.com. Available at: <https://www.xpeng.com/news/0188bcd8920c8876bd572c9e8bbb00ed>.

Xpeng.com. (2024). XPENG TO LAUNCH AI-DEFINED NEW BRAND TARGETING 100,000-150,000 YUAN MASS MARKET. [online] Available at: <https://www.xpeng.com/news/018e516120888dc66fae2c9e8e28029d>.

Xpeng.com. (2025). Leading the Future of AI Mobility: XPENG Showcases Its Latest Technology Breakthroughs at IAA Mobility 2025. [online] Available at: <https://www.xpeng.com/news/01992787505898ee96718a028110008c>.

Yan, J. (2022). BYD and Tesla's competitive advantages and future development prospects. BCP Business & Management, [online] 18(18), pp.442–450. doi:<https://doi.org/10.54691/bcpbm.v18i.583>.

Zollino, P. and Oemisch, C. (2023). Volkswagen Group taps into new profit pools with sustainable mobility. [online] Volkswagen Group. Available at: <https://www.volkswagen-group.com/en/press-releases/volkswagen-group-taps-into-new-profit-pools-with-sustainable-mobility-17606>.