

"A man is  
great by  
deeds, not by  
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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**Electric Vehicle Industry in Retrospect: Critical Success Factors**

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## **Electric Vehicle Industry in Retrospect: Critical Success Factors**

### **Abstract:**

A conclave of seven strategy experts from different consulting firms from the industry entailed a brainstorming session of the flickering performance of the electric vehicle (EV) industry particularly in the 20th century itself. They have made their own individual contributions to the discussion duly moderated by a strategy professor from academics. The fumbling and faltering of various EV firms have been attributed to various critical success factors and their presence or absence thereof. The professor has endeavoured to connect the dots between the success and failure stories in this regard and various theories and frameworks in strategy, technology, innovation, business models and marketing. The teaching note strives to bring out the various nuances and caveats in this regard in terms of several discussion questions along with answers to them. It concludes with various managerial takeaways ranging from total solutions, regulatory support, nurturing the EV ecosystem to energy ecosystem and appropriate business models.

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