

POST 10 - GEN AI

REVOLUTIONIZING STRATEGY CONSULTING: UNLEASHING GENERATIVE AI FOR COMPETITIVE LANDSCAPE ANALYSIS

Applications - Part 2

**GENERATIVE AI
FOR ALL**

 **DINESHLAL**



DINESH LAL
(DIRECTOR, DATA SCIENCE)



- In this document we will discuss how Generative AI can play an important role in Strategy Consulting
- We will look into a use case focussing of competitive analysis
- We will try to generate a comprehensive report on Competitive landscape of Electric Vehicles in India
- You can try the prompts and leverage it for competitive analysis for any use case as per your need

Prompt 1 : Understanding Market Structure

Some key notes to follow the prompt in next slide:

1. You can Copy Paste the entire Prompt as is to test the results
2. Curly bracket section highlighted in brown to be tweaked with user specific use case

STEP 1: COPY AND PASTE THIS PROMPT ON COPILOT OR BING AI CHAT

“

Imagine you are an expert in strategy consulting. I am working as a {profession}. I would like you help me with competitor analysis for {Proposition} in the geographic market of {Geography}. Firstly you tell me the The market structure and the degree of competition in the EV market, such as the number and size of competitors, the entry barriers and opportunities, the differentiation and substitution, etc. You shall only consider reports and documents available after {Analysis Window}. Generate the result in key pointers for PowerPoint Slides.

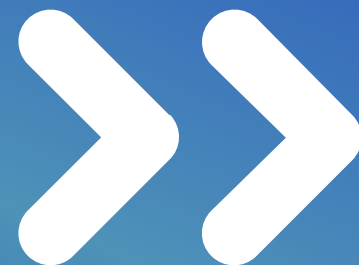
{Profession}: Management Consultant

{Proposition}: Market entry of Electric Vehicles

{Geography}: India

{Analysis Window}: January 2022

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OUTPUT FROM COPILOT & CHATGPT - UNDERSTANDING THE MARKET

- India's electric vehicle (EV) market is at an inflection point, with a potential to grow from USD 3.21 billion in 2022 to USD 113.99 billion in 2029, at a CAGR of 66.52%¹.
- EVs could account for more than 40% of India's automotive market by 2030, driven by strong adoption in both two-wheeler (2W) and three-wheeler (3W) categories, which could account for 45%+ of EV sales².
- The market structure is fragmented, with a large number of players operating across different segments and platforms. The top five players in terms of market share in 2022 were Hero Electric, Okinawa, Tata Motors, Mahindra & Mahindra, and Ather Energy³.



OUTPUT FROM COPILOT & CHATGPT - UNDERSTANDING THE MARKET

- The degree of competition is high, as new entrants and incumbents are vying for market share and customer loyalty. The key competitive factors include price, range, performance, design, features, brand, distribution, and after-sales service⁴.
- The entry barriers are moderate, as the market is still nascent and evolving. However, some of the challenges faced by new entrants include high initial investment, regulatory uncertainty, lack of charging infrastructure, customer awareness, and financing options⁵.
- The opportunities are abundant, as the market is expected to witness strong growth in demand, driven by favorable policies, environmental awareness, cost advantages, and technological innovations².



OUTPUT FROM COPILOT & CHATGPT - UNDERSTANDING THE MARKET

- The differentiation and substitution are moderate, as the EVs offer distinct benefits over the conventional internal combustion engine (ICE) vehicles, such as lower emissions, lower operating costs, and higher efficiency. However, some of the factors that limit the substitution are the higher upfront costs, range anxiety, and limited availability of models and variants⁵.

Prompt 2 : Understanding Product Portfolio and Pricing Strategy

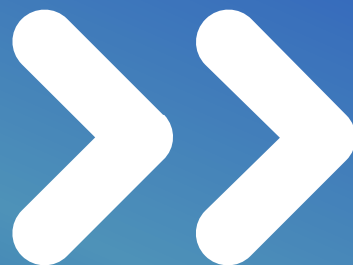
Some key notes to follow the prompt in next slide:

1. You can Copy Paste the entire Prompt as is to test the output
2. Curly bracket section highlighted in brown to be tweaked as per user specific use case

“

Secondly you tell me the product portfolio and pricing strategy of the major manufacturers, and how they compare with each other. You shall only consider reports and documents available after {Analysis Window}. Generate the result in key pointers for PowerPoint Slides. You shall break the reply into 3 section, 1. Product portfolio, 2. Pricing Strategy 3. Comparison across competitors
{Analysis Window}: January 2022

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OUTPUT FROM COPILOT & CHATGPT - PRODUCT PORTFOLIO AND PRICING STRATEGY

Product portfolio

- **Tata Motors:** The market leader in electric 4W segment, with three models: Tigor EV, Nexon EV, and Tiago EV. Tigor EV and Nexon EV are the best-selling EVs in India, with a combined market share of 82% in April 2021. Tiago EV is a new launch in March 2022, targeting the mass market segment.
- **MG Motor India:** The second-largest player in electric 4W segment, with two models: ZS EV and Astor. ZS EV is a premium SUV, launched in January 2020, with a range of 419 km and a price of ₹20.88 lakhs. Astor is a mid-size SUV, launched in September 2022, with a range of 400 km and a price of ₹14.99 lakhs.
- **Hyundai Motor India:** The third-largest player in electric 4W segment, with one model: Kona Electric. Kona Electric is a compact SUV, launched in July 2019, with a range of 452 km and a price of ₹23.75 lakhs.

OUTPUT FROM COPILOT & CHATGPT - PRODUCT PORTFOLIO AND PRICING STRATEGY



Product portfolio

- **BYD India:** The largest player in electric bus segment, with two models: T3 and e6. T3 is a cargo van, launched in February 2020, with a range of 300 km and a price of ₹35 lakhs. e6 is a crossover SUV, launched in December 2020, with a range of 400 km and a price of ₹22 lakhs.
- **Mahindra & Mahindra:** The pioneer of electric vehicles in India, with four models: eVerito, eKUV100, eXUV300, and e2o. eVerito is a sedan, launched in June 2016, with a range of 140 km and a price of ₹9.5 lakhs. eKUV100 is a mini SUV, launched in February 2020, with a range of 147 km and a price of ₹8.25 lakhs. eXUV300 is a compact SUV, launched in February 2020, with a range of 375 km and a price of ₹16 lakhs. e2o is a hatchback, launched in March 2013, with a range of 110 km and a price of ₹5.96 lakhs.



OUTPUT FROM COPILOT & CHATGPT - PRODUCT PORTFOLIO AND PRICING STRATEGY

Product portfolio

- **Ather Energy:** The leading player in electric 2W segment, with two models: Ather 450X and Ather 450 Plus. Ather 450X is a premium scooter, launched in January 2020, with a range of 85 km and a price of ₹1.59 lakhs. Ather 450 Plus is a standard scooter, launched in January 2020, with a range of 70 km and a price of ₹1.39 lakhs.
- **Hero Electric:** The second-largest player in electric 2W segment, with six models: Optima, Nyx, Photon, Flash, Dash, and AE-47. Optima is a low-speed scooter, launched in April 2017, with a range of 50 km and a price of ₹51,440. Nyx is a high-speed scooter, launched in April 2017, with a range of 100 km and a price of ₹79,990. Photon is a high-speed scooter, launched in May 2014, with a range of 80 km and a price of ₹86,990.



OUTPUT FROM COPILOT & CHATGPT - PRODUCT PORTFOLIO AND PRICING STRATEGY

Product portfolio

- Okinawa: The third-largest player in electric 2W segment, with seven models: iPraise, Ridge, Praise, Ridge Plus, Lite, R30, and Cruiser. iPraise is a high-speed scooter, launched in January 2019, with a range of 160 km and a price of ₹1.08 lakhs. Ridge is a low-speed scooter, launched in January 2017, with a range of 80 km and a price of ₹44,790. Praise is a high-speed scooter, launched in December 2017, with a range of 170 km and a price of ₹71,990. Ridge Plus is a low-speed scooter, launched in October 2018, with a range of 120 km and a price of ₹64,988. Lite is a low-speed scooter, launched in November 2019, with a range of 60 km and a price of ₹59,990. R30 is a low-speed scooter, launched in October 2019, with a range of 60 km and a price of ₹58,992. Cruiser is a high-speed scooter, launched in February 2020, with a range of 120 km and a price of ₹1.15 lakhs.



OUTPUT FROM COPILOT & CHATGPT - PRODUCT PORTFOLIO AND PRICING STRATEGY

Pricing strategy

- **Tata Motors:** The company adopts an aggressive pricing strategy to capture the market share and increase the affordability of EVs. The company offers the lowest price per km of range among the electric 4W players, at ₹0.11 for Tigor EV, ₹0.13 for Nexon EV, and ₹0.14 for Tiago EV. The company also offers attractive financing schemes, such as zero down payment, low EMI, and long tenure.
- **MG Motor India:** The company adopts a premium pricing strategy to position its EVs as aspirational and innovative products. The company offers the highest price per km of range among the electric 4W players, at ₹0.5 for ZS EV and ₹0.37 for Astor. The company also offers value-added services, such as free charging for five years, free maintenance for five years, and free roadside assistance for five years.

OUTPUT FROM COPILOT & CHATGPT - PRODUCT PORTFOLIO AND PRICING STRATEGY



Pricing strategy

- **Hyundai Motor India:** The company adopts a competitive pricing strategy to match the market standards and offer a value proposition to its customers. The company offers a moderate price per km of range among the electric 4W players, at ₹0.53 for Kona Electric. The company also offers various incentives, such as free home charger, three-year warranty, and three-year roadside assistance.
- **BYD India:** The company adopts a cost-leadership strategy to leverage its global scale and expertise in battery technology. The company offers the lowest price per km of range among the electric bus players, at ₹0.12 for T3 and ₹0.055 for e6. The company also offers customized solutions, such as battery swapping, leasing, and fleet management.



OUTPUT FROM COPILOT & CHATGPT - PRODUCT PORTFOLIO AND PRICING STRATEGY

Pricing strategy

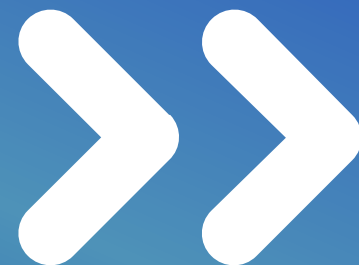
- **Mahindra & Mahindra:** The company adopts a differentiation strategy to offer a diverse portfolio of EVs catering to different segments and needs. The company offers a wide range of price per km of range among the electric 4W players, from ₹0.18 for eVerito to ₹0.43 for eXUV300. The company also offers various benefits, such as subsidy under FAME II, zero road tax, and zero registration fee.
- **Ather Energy:** The company adopts a skimming strategy to target the premium segment of electric 2W market. The company offers the highest price per km of range among the electric 2W players, at ₹1.87 for Ather 450X and ₹1.99 for Ather 450 Plus. The company also offers a subscription model, called Ather One, which covers charging, data, service, and insurance.



OUTPUT FROM COPILOT & CHATGPT - PRODUCT PORTFOLIO AND PRICING STRATEGY

Pricing strategy

- **Hero Electric:** The company adopts a penetration strategy to target the mass market segment of electric 2W market. The company offers the lowest price per km of range among the electric 2W players, from ₹0.8 for Flash to ₹0.75 for AE-47. The company also offers a three-year warranty, easy EMI options, and exchange offers.
- **Okinawa:** The company adopts a value-based strategy to offer a balance of performance and affordability in the electric 2W market. The company offers a moderate price per km of range among the electric 2W players, from ₹0.83 for R30 to ₹0.96 for iPraise. The company also offers a detachable battery, fast charging, and smart features.

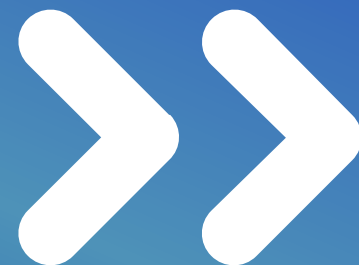




OUTPUT FROM COPILOT & CHATGPT - PRODUCT PORTFOLIO AND PRICING STRATEGY

Pricing Comparison across competitors

- In the electric 4W segment, Tata Motors has a clear edge over its competitors in terms of pricing, range, and market share. MG Motor India and Hyundai Motor India are competing for the premium SUV segment, with similar offerings in terms of range and features, but different pricing strategies. BYD India and Mahindra & Mahindra are catering to different niches, such as electric buses and electric hatchbacks, respectively, with varying degrees of success.
- In the electric 2W segment, Ather Energy has a dominant position



Prompt 3 : Distribution Network of Competitors

Some key notes to follow the prompt in next slide:

1. You can Copy Paste the entire Prompt as is to test the output
2. Curly bracket section highlighted in brown to be tweaked as per user specific use case

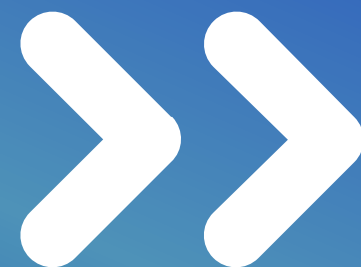
“

Thirdly you tell me The distribution and service network of the major manufacturers in {Geography}, and how they reach and retain their customers, in terms of channels, locations, partnerships, loyalty programs. You shall only consider reports and documents available after {Analysis Window}. You shall break the reply into 4 sections, 1. channels, 2. locations, 3. partnerships, 4. loyalty programs.

{Geography}: India

{Analysis Window}: January 2022

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OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Channels

- **Tata Motors:** The company has a network of over 200 dealerships and 300 service centers across India, covering 26 states and 4 union territories¹. The company also sells its EVs through online platforms, such as its own website and third-party aggregators like CarDekho and CarWale².
- **MG Motor India:** The company has a network of over 250 dealerships and 250 service centers across India, covering 22 states and 5 union territories³. The company also sells its EVs through online platforms, such as its own website and third-party aggregators like CarDekho and CarWale⁴.
- **Hyundai Motor India:** The company has a network of over 500 dealerships and 1300 service centers across India, covering 29 states and 7 union territories⁵. The company also sells its EVs through online platforms, such as its own website and third-party aggregators like CarDekho and CarWale.

OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Channels

- **BYD India:** The company has a network of over 100 dealerships and 100 service centers across India, covering 15 states and 3 union territories. The company also sells its EVs through online platforms, such as its own website and third-party aggregators like CarDekho and CarWale.
- **Mahindra & Mahindra:** The company has a network of over 400 dealerships and 900 service centers across India, covering 28 states and 8 union territories. The company also sells its EVs through online platforms, such as its own website and third-party aggregators like CarDekho and CarWale.
- **Ather Energy:** The company has a network of over 50 dealerships and 50 service centers across India, covering 16 states and 4 union territories. The company also sells its EVs through online platforms, such as its own website and third-party aggregators like CarDekho and CarWale.

OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Channels

- **Hero Electric:** The company has a network of over 600 dealerships and 600 service centers across India, covering 28 states and 8 union territories. The company also sells its EVs through online platforms, such as its own website and third-party aggregators like CarDekho and CarWale.
- **Okinawa:** The company has a network of over 350 dealerships and 350 service centers across India, covering 27 states and 7 union territories. The company also sells its EVs through online platforms, such as its own website and third-party aggregators like CarDekho and CarWale.

OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Locations

- **Tata Motors:** The company has a presence in all the major cities and towns in India, such as Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Kolkata, Pune, Ahmedabad, Jaipur, Lucknow, etc. The company also has a presence in some of the emerging EV markets, such as Kochi, Coimbatore, Chandigarh, Indore, Bhopal, etc1.
- **MG Motor India:** The company has a presence in all the major cities and towns in India, such as Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Kolkata, Pune, Ahmedabad, Jaipur, Lucknow, etc. The company also has a presence in some of the emerging EV markets, such as Kochi, Coimbatore, Chandigarh, Indore, Bhopal, etc3.
- **Hyundai Motor India:** The company has a presence in all the major cities and towns in India, such as Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Kolkata, Pune, Ahmedabad, Jaipur, Lucknow, etc.

OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Locations

- **BYD India:** The company has a presence in some of the major cities and towns in India, such as Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Kolkata, Pune, Ahmedabad, Jaipur, Lucknow, etc. The company also has a presence in some of the emerging EV markets, such as Kochi, Coimbatore, Chandigarh, Indore, Bhopal, etc.
- **Mahindra & Mahindra:** The company has a presence in all the major cities and towns in India, such as Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Kolkata, Pune, Ahmedabad, Jaipur, Lucknow, etc. The company also has a presence in some of the emerging EV markets, such as Kochi, Coimbatore, Chandigarh, Indore, Bhopal, etc.
- **Ather Energy:** The company has a presence in some of the major cities and towns in India, such as Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Kolkata, Pune, Ahmedabad, Jaipur, Lucknow, etc.

OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Locations

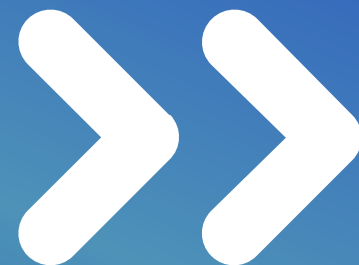
- **Hero Electric:** The company has a presence in all the major cities and towns in India, such as Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Kolkata, Pune, Ahmedabad, Jaipur, Lucknow, etc. The company also has a presence in some of the emerging EV markets, such as Kochi, Coimbatore, Chandigarh, Indore, Bhopal, etc.
- **Okinawa:** The company has a presence in all the major cities and towns in India, such as Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Kolkata, Pune, Ahmedabad, Jaipur, Lucknow, etc. The company also has a presence in some of the emerging EV markets, such as Kochi, Coimbatore, Chandigarh, Indore, Bhopal, etc.

OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Partnerships

- **Tata Motors:** The company has partnered with various entities, such as Tata Power, Tata Chemicals, Tata AutoComp, Croma, Zoomcar, Ola, Lithium Urban Technologies, etc., to enhance its EV ecosystem, such as battery manufacturing, charging infrastructure, fleet operations, retail sales, etc.
- **MG Motor India:** The company has partnered with various entities, such as Fortum, Delta Electronics, Exicom, eChargeBays, ChargePoint, Zoomcar, Myles, Orix, etc., to enhance its EV ecosystem, such as battery manufacturing, charging infrastructure, fleet operations, retail sales, etc.
- **Hyundai Motor India:** The company has partnered with various entities, such as IOCL, HPCL, BPCL, Indian Oil, NTPC, EESL, etc., to enhance its EV ecosystem, such as battery manufacturing, charging infrastructure, fleet operations, retail sales, etc.



OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Partnerships

- **BYD India:** The company has partnered with various entities, such as Goldstone, Olectra, ETO Motors, Bounce, etc., to enhance its EV ecosystem, such as battery manufacturing, charging infrastructure, fleet operations, retail sales, etc.
- **Mahindra & Mahindra:** The company has partnered with various entities, such as LG Chem, Sun Mobility, Zoomcar, Ola, Meru, Glyd, etc., to enhance its EV ecosystem, such as battery manufacturing, charging infrastructure, fleet operations, retail sales, etc.
- **Ather Energy:** The company has partnered with various entities, such as Hero MotoCorp, Sachin Bansal, Flipkart, Tiger Global, InnoVen Capital, Bounce, Voggo, etc., to enhance its EV ecosystem, such as battery manufacturing, charging infrastructure, fleet operations, retail sales, etc.

OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Partnerships

- **Hero Electric:** The company has partnered with various entities, such as Panasonic, Phylion, Okaya, Autovert, Wheels EMI, Ola, Yulu, Zypp, etc., to enhance its EV ecosystem, such as battery manufacturing, charging infrastructure, fleet operations, retail sales, etc.
- **Okinawa:** The company has partnered with various entities, such as Sun Mobility, Exicom, Lithion Power, Ola, Rapido, Bounce, Voggo, etc., to enhance its EV ecosystem, such as battery manufacturing, charging infrastructure, fleet operations, retail sales, etc.

OUTPUT FROM COPILOT & CHATGPT - DISTRIBUTION NETWORK OF COMPETITORS



Loyalty programs

- **Tata Motors:** The company offers various loyalty programs, such as Tata Delight, Tata Emperor, Tata Zest, Tata Nexon, etc., to reward its customers with points, discounts, vouchers, gifts, etc., based on their purchase and service history.
- **MG Motor India:** The company offers various loyalty programs, such as MG Shield, MG Shield+, MG Care, MG Subscribe, etc., to reward its customers with benefits, such as free maintenance, free charging, free roadside assistance, flexible ownership, etc., based on their purchase and service history.
- **Hyundai Motor India:** The company offers various loyalty programs, such as Hyundai Mobility Membership, Hyundai Care, Hyundai Leasing, Hyundai Subscription, etc., to reward its customers with benefits, such as free maintenance, free charging, free roadside assistance, flexible ownership, etc.,

Prompt 4 : Innovation Capabilities

Some key notes to follow the prompt in next slide:

- You can Copy Paste the entire Prompt as is to test the output
- Curly bracket section highlighted in brown to be tweaked as per user specific use case

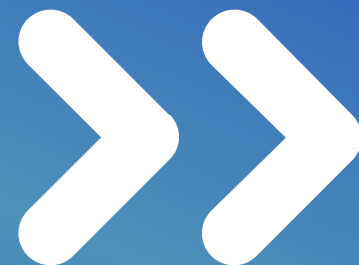
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Next you talk about The innovation and R&D capabilities of the major manufacturers in {Geography}, and how they invest in and leverage new technologies, to improve their products and services, and to gain a competitive edge. You shall only consider reports and documents available after {Analysis Window}. You shall break the reply into multiple sections including 1. R&D Capabilities 2. Investment in New Technology etc.

{Geography}: India

{Analysis Window}: January 2022

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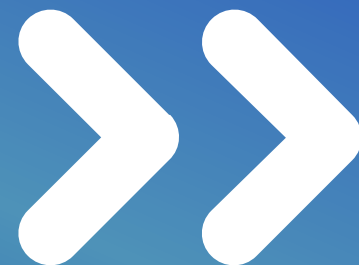


OUTPUT FROM COPILOT & CHATGPT - INNOVATION CAPABILITIES OF COMPETITORS



R&D Capabilities

- **Tata Motors:** The company has a strong R&D capability, with over 4500 engineers and scientists working across six R&D centers in India, the UK, Italy, and South Korea¹. The company focuses on developing new products, platforms, and technologies, such as Ziptron, a state-of-the-art EV powertrain system, and Nexon EV, India's first indigenously developed electric SUV².
- **MG Motor India:** The company has a moderate R&D capability, with over 200 engineers and designers working at its Halol plant in Gujarat³. The company focuses on enhancing its existing products, features, and services, such as ZS EV, India's first internet-enabled electric SUV, and MG Care, a comprehensive after-sales service package⁴.

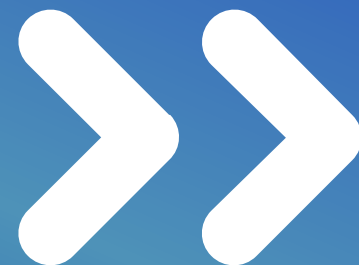


OUTPUT FROM COPILOT & CHATGPT - INNOVATION CAPABILITIES OF COMPETITORS



R&D Capabilities

- **Hyundai Motor India:** The company has a moderate R&D capability, with over 100 engineers and technicians working at its Chennai plant in Tamil Nadu. The company focuses on adapting its global products, technologies, and standards, such as Kona Electric, India's first long-range electric SUV, and Smart Electric Mobility Solutions, a holistic approach to EV ecosystem development.
- **BYD India:** The company has a low R&D capability, with a limited number of engineers and experts working at its Gurugram office in Haryana. The company focuses on importing its products, components, and technologies from its parent company in China, such as T3, India's first electric cargo van, and e6, India's first electric crossover SUV.

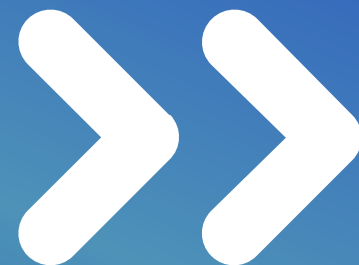


OUTPUT FROM COPILOT & CHATGPT - INNOVATION CAPABILITIES OF COMPETITORS



R&D Capabilities

- **Mahindra & Mahindra:** The company has a strong R&D capability, with over 3000 engineers and researchers working across seven R&D centers in India, the US, and South Korea. The company focuses on innovating new products, segments, and solutions, such as eXUV300, India's first electric compact SUV, and MESMA 350, a scalable and modular EV platform.
- **Ather Energy:** The company has a strong R&D capability, with over 700 engineers and designers working at its Bengaluru headquarters in Karnataka. The company focuses on creating new products, experiences, and software, such as Ather 450X, India's most advanced electric scooter, and Ather Grid, India's largest intelligent public charging network.



OUTPUT FROM COPILOT & CHATGPT - INNOVATION CAPABILITIES OF COMPETITORS



R&D Capabilities

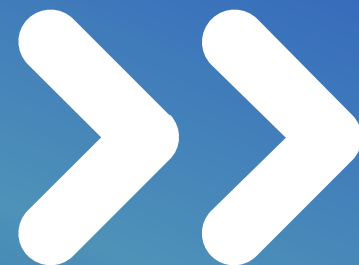
- **Hero Electric:** The company has a low R&D capability, with a limited number of engineers and specialists working at its Ludhiana plant in Punjab. The company focuses on sourcing its products, parts, and technologies from its global partners, such as Panasonic, Phylion, and Okaya, and offering them at affordable prices to the mass market segment.
- **Okinawa:** The company has a low R&D capability, with a limited number of engineers and experts working at its Bhiwadi plant in Rajasthan. The company focuses on assembling its products, components, and technologies from its overseas suppliers, such as Sun Mobility, Exicom, and Lithion Power, and offering them at competitive prices to the value-conscious segment.

OUTPUT FROM COPILOT & CHATGPT - INNOVATION CAPABILITIES OF COMPETITORS



Investment in New Technology

- **Tata Motors:** The company has invested heavily in new technologies, such as battery manufacturing, charging infrastructure, connected mobility, and artificial intelligence. The company has partnered with Tata Power, Tata Chemicals, Tata AutoComp, Croma, and others to create a robust EV ecosystem in India². The company has also launched Tata uniEVerse, a platform that brings together various stakeholders to accelerate the adoption of EVs in India.
- **MG Motor India:** The company has invested moderately in new technologies, such as battery manufacturing, charging infrastructure, connected mobility, and artificial intelligence. The company has partnered with Fortum, Delta Electronics, Exicom, eChargeBays, ChargePoint, and others to create a reliable EV ecosystem in India⁴. The company has also launched MG Innovation Park.



OUTPUT FROM COPILOT & CHATGPT - INNOVATION CAPABILITIES OF COMPETITORS



Investment in New Technology

- **Hyundai Motor India:** The company has invested moderately in new technologies, such as battery manufacturing, charging infrastructure, connected mobility, and artificial intelligence. The company has partnered with IOCL, HPCL, BPCL, Indian Oil, NTPC, EESL, and others to create a comprehensive EV ecosystem in India. The company has also launched Hyundai Kona Electric Mobility Membership, a program that offers exclusive benefits and privileges to its EV customers in India.
- **BYD India:** The company has invested lightly in new technologies, such as battery manufacturing, charging infrastructure, connected mobility, and artificial intelligence. The company has relied on its parent company in China for most of its EV technologies and components. The company has also launched BYD eBus Club, a platform that connects and educates its EV bus customers in India.

OUTPUT FROM COPILOT & CHATGPT - INNOVATION CAPABILITIES OF COMPETITORS



Investment in New Technology

- **Mahindra & Mahindra:** The company has invested heavily in new technologies, such as battery manufacturing, charging infrastructure, connected mobility, and artificial intelligence. The company has partnered with LG Chem, Sun Mobility, Zoomcar, Ola, Meru, Glyd, and others to create a diverse EV ecosystem in India. The company has also launched Mahindra Electric Mobility Ltd, a subsidiary that focuses on EV research, development, and innovation in India.
- **Ather Energy:** The company has invested heavily in new technologies, such as battery manufacturing, charging infrastructure, connected mobility, and artificial intelligence. The company has partnered with Hero MotoCorp, Sachin Bansal, Flipkart, Tiger Global, InnoVen Capital, Bounce, Vogo, and others to create a cutting-edge EV ecosystem in India.

OUTPUT FROM COPILOT & CHATGPT - INNOVATION CAPABILITIES OF COMPETITORS



Investment in New Technology

- **Hero Electric:** The company has invested lightly in new technologies, such as battery manufacturing, charging infrastructure, connected mobility, and artificial intelligence. The company has relied on its global partners for most of its EV technologies and components. The company has also launched Hero Electric Loyalty Program, a scheme that rewards its EV customers with points, discounts, vouchers, gifts, etc., based on their purchase and service history.
- **Okinawa:** The company has invested lightly in new technologies, such as battery manufacturing, charging infrastructure, connected mobility, and artificial intelligence. The company has relied on its overseas suppliers for most of its EV technologies and components. The company has also launched Okinawa Eco App.

Prompt 5 : Biggest Competitor - Best Practices

Some key notes to follow the prompt in next slide:

- You can Copy Paste the entire Prompt as is to test the output
- Curly bracket section highlighted in brown to be tweaked as per user specific use case

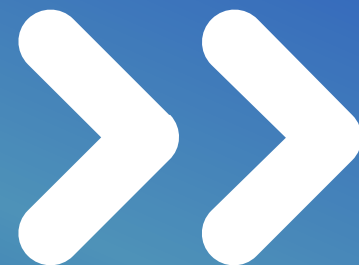
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Lastly you talk about biggest manufacturer/ player in {Geography}, and some of the best practices that can be learnt from their success. You can talk about failures as well. You shall only consider reports and documents available after {Analysis Window}. You shall break the reply into 1. Key learning from success 2. Key Learning from failures.

{Geography}: India

{Analysis Window}: January 2022

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OUTPUT FROM COPILOT & CHATGPT - BIGGEST COMPETITORS, BEST PRACTICES

Key learning from success

- **Tata Motors:** The company is the biggest manufacturer and player of electric vehicles in India, with a market share of 80% in the electric 4W segment and 30,284 units sold in 2021. Some of the best practices that can be learnt from its success are:
 - Developing a strong R&D capability and investing heavily in new technologies, such as battery manufacturing, charging infrastructure, connected mobility, and artificial intelligence.
 - Adopting an aggressive pricing strategy and offering the lowest price per km of range among the electric 4W players, making EVs more affordable and accessible to the customers.
 - Launching Tata uniEVerse, a platform that brings together various stakeholders to create a robust EV ecosystem in India, enhancing the customer experience and satisfaction.
 - Leveraging its existing ICE portfolio and offering EV versions of its popular models, such as Tigor, Nexon, and Tiago, catering to different segments and needs of the customers.

OUTPUT FROM COPILOT & CHATGPT - BIGGEST COMPETITORS, BEST PRACTICES



Key learning from success

- **Ather Energy:** The company is the leading player in the electric 2W segment, with a market share of 24% and 1,59,000 units sold in 2022. Some of the best practices that can be learnt from its success are:
 - Creating a cutting-edge product, Ather 450X, that offers superior performance, range, design, and features, making it the most advanced electric scooter in India.
 - Offering a subscription model, Ather One, that covers charging, data, service, and insurance, providing a hassle-free and convenient ownership experience to the customers.
 - Building a flagship experience center, Ather Space, that showcases and sells its EV products and services, creating a strong brand image and awareness among the customers.
 - Establishing a large and intelligent public charging network, Ather Grid, that enables the customers to charge their vehicles easily and quickly across the country.



OUTPUT FROM COPILOT & CHATGPT - BIGGEST COMPETITORS, BEST PRACTICES

Key learning from failures

- **Mahindra & Mahindra:** The company is the pioneer of electric vehicles in India, but has failed to maintain its market position and growth in the electric 4W segment, with a market share of 4% and 1,600 units sold in 2021. Some of the key learning from its failures are:
 - Failing to upgrade its product portfolio and offer new and attractive models, such as eXUV300, which was delayed multiple times due to various reasons.
 - Failing to compete with the new entrants and incumbents, who offered better products, features, and services, at lower or similar prices, such as Tata Nexon EV, MG ZS EV, and Hyundai Kona Electric.
 - Failing to expand its distribution and service network and reach out to the potential customers, especially in the tier-2 and tier-3 cities, where the EV demand is growing rapidly.
 - Failing to leverage its existing ICE portfolio and offer EV versions of its popular models, such as Scorpio, XUV500, and Thar, which could have appealed to a larger customer base.

OUTPUT FROM COPILOT & CHATGPT - BIGGEST COMPETITORS, BEST PRACTICES



Key learning from failures

- **Hero Electric:** The company is the second-largest player in the electric 2W segment, but has failed to sustain its market position and growth, with a market share of 19% and 1,25,000 units sold in 2022. Some of the key learning from its failures are:
 - Failing to innovate its product portfolio and offer new and advanced models, such as AE-47, which was announced in 2020 but not launched till date.
 - Failing to compete with the new entrants and incumbents, who offered better products, features, and services, at lower or similar prices, such as Ola S1, Ather 450X, and Okinawa iPraise.
 - Failing to enhance its distribution and service network and reach out to the potential customers, especially in the metro and tier-1 cities, where the EV demand is high and growing.
 - Failing to leverage its global partnerships and offer new and innovative technologies, such as battery swapping, fast charging, and smart features, which could have improved the customer experience and satisfaction.



Thank You

**SPECIAL THANKS TO CHATGPT, OPEN AI
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