LEADING INNOVATION AND CULTURAL CHANGE

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1.0 Introduction

Innovation and change are considered the two most important things that all firms and sectors have in mind when it comes to their organisational structures. Each corporate organisation strives to integrate innovative technology into their procedures in order to ensure consumers feel increasingly pleased with the company's offerings (Ringberg, Reihlen and Rydén, 2019). Not only that, but businesses must implement market dynamics into their offerings in order to keep present consumers interested as well as draw prospective ones. Because of the conditions wherein the transformation occurs in the organisation, it is usually spontaneously perceived by the corporation or actively incorporated into the organisation's current systems. In such circumstances, the corporation's goal is to implement innovation into their operations in such a way that businesses are prepared to maintain their existing place in the global marketplace as well as keep climbing the listing of the biggest popular commercial organisations (Sherstobitova, Shmatko and Krayneva, 2019). In this report, an endeavour has been made to understand the process of innovation and changes at Tesla Motors and also provided recommendations to manage and lead the process and meet the objectives of the company.

2.0 Background of Tesla Motors

Tesla Inc., formerly known as Tesla Motors, was founded by Martin Eberhard and Marc Tarpenning in 2003. The organisation was named after famous American inventor Nikola Tesla. The company is mainly the manufacturer of electric Automobiles, Solar panels etc. The company was founded in San Carlos, California (Tesla, 2021). Tesla has its headquarters in Austin, Texas, United States. Tesla Inc is one of the world's most well-known companies. Elon Musk is the co-founder and CEO of Tesla. The company has a market capitalisation of 1 trillion dollars. In 2020 the company will have a total of over Seventy Thousand. The company has a 16% share in the plug-in market and 23% of the battery-electric market. The first offered vehicle by the company was Tesla Roadster (Hettich and Müller-Stewens, 2017). The company produced the Tesla Roadster in 2008. In the next year, Tesla gained 187 million dollars and sold 147 cars. In 2021 Tesla offered four car models Model S, Model X, Model 3, Model Y. Being the first electric car,

Model S by Tesla has gained the first ranking in the car sales list in any country. In 2015-16 it was the bestseller worldwide (Tesla, 2021). With the electric cars Tesla also produces power walls, Powerpack, solar roofs and panels etc. The company also has its own energy software named Tesla Energy Software.

3.0 Critical Evaluation of the Present Innovation Process

In contemporary business, innovation has been considered critical for achieving prosperity. There is an increasing urge for inventive problem-solving in order to identify feasible options that satisfy consumer requests. Moreover, organisations in every industry face fierce rivalry, and a company's primary way to obtain a competitive edge is through innovations. Tesla develops undeniably unique products such as a line of electric vehicles that exceed customers' preconceptions. It is no wonder that Tesla is pioneering the way in Artificial Intelligence implementation among the leading vehicle manufacturers (Habib *et al.*, 2020). Tesla's innovative approach has culminated in a high amount of equipment and software connectivity in its vehicles. Many other manufacturers have failed to embrace such cutting-edge technologies, let alone fully exploit A.I. and profound learning's capabilities. Tesla is especially dedicated to game-changing technologies, such as its fast-charging, long-lasting batteries. According to Kim (2020), innovation differs from inventing; inventing focuses solely on technological advancement, whereas innovation is dependent on acceptability and advertisement. The **Theory of Innovation** by Joseph Schumpeter also emphasises the significance of innovation towards economic progress and prosperity. A technical breakthrough that does not result in viable goods or services, for instance, can not be considered innovative. Joseph Schumpeter felt that through proposing successful inventions, a businessman could make a fortune. To put it another way, as per the view of Malerba and McKelvey (2020), the innovation theory of profitability states that an investor's primary purpose is to propose breakthroughs, and therefore one is compensated for his efforts through profit. Tesla's CEO, Elon Musk, is most closely associated with the company's growth. Elon Musk's innovative company, SpaceX, has recently been the topic of multiple press reports. Designing, producing and executing sophisticated rockets and spaceships is the mission of this innovative company. Elon Musk has, nevertheless, poured his expertise into Tesla. From the viewpoint of Liu and Meng (2017), Musk's

intellect is extensively leveraged to generate and utilise innovation resources to gather acceptance for his initiatives. In addition to Musk, the Tesla executive team is full of brilliant professionals who have helped the company become the world's largest valued automobile manufacturers. JB Straubel, a co-founder of Tesla and the company's Chief Technology Officer until 2019, is one of the most important figures. Beth Davies, who formerly worked at Microsoft and Apple, was the former Director of Learning & Development at Tesla. These individuals have made the Tesla company innovative in their operations.

Although Thomas and Maine (2019) stated that the invention and execution of innovative procedures, technologies, activities, and ways of distribution that lead to substantial improvements in results productivity, efficiency, or excellence. The transfer of gasoline-powered autos to electric vehicles is one of Tesla's most major accomplishments. This has the potential to improve the world's environmental and energy efficiency. Tesla production techniques, notably the Roadster automobile, have received widespread recognition, including TIME magazine's "Best Innovation Award." (Wang and Peng, 2020). Elon Musk displays the branding by exhibiting Tesla vehicles at high-end luxury outlets in order to boost product awareness and market supremacy. Additionally, Tesla has developed an A.I. system that allows consumers to operate with the autopilot mode, which could reduce the risk of an automobile accident in the long term. Tesla has been very consistent with their process of innovations in order to maintain their market dominance. The company has made partnership and collaboration with many significant companies such as Lotus, Panasonic etc. to be innovative in every step. Tesla and Lotus have formed a relationship that will allow the two organisations to share expertise. As Cooper (2018), mentioned that Tesla is a major admirer of Lotus engineering, particularly when it comes to vehicle architecture and reliability. Tesla has hired Lotus designers for a variety of technological and stylistic projects. The reason for this is that Tesla currently has a little workforce to handle all of the tasks. Putting together a capable team would take too long, causing the company's expansion goals to be slowed. Tesla recently obtained licences from Lotus for crucial safety mechanisms, conserving both time and expense. Tesla Motors needs to work more closely with lithium battery manufacturers because the battery module is the most important component of electric vehicles. Panasonic increased its relationship with Tesla Motors by investing $30 million in the company (Blankesteijn, Jong and Bossink, 2019). The two companies have agreed to supply automotive-grade battery charger cells, which are critical components of the Tesla Model S. Panasonic's next-generation lithium batteries, which

would improve the endurance and operation of Tesla electric vehicles, would be beneficial. The improved batteries offer a longer range and are more energy-efficient. It would go a long way toward resolving one of the most fundamental challenges with electric vehicles: low battery capacity (Wang and Peng, 2020). Tesla is adamant about investing in the manufacture of longer-lasting, more efficient batteries that will allow cars to be used for longer periods of time before required to be recharged. It will solve problems regarding vehicle recharging, although there are currently a limited number of charging stations accessible.

4.0 Critical Evaluation of the Current Process of Change

Tesla Motors is known for its rapid innovation and changes. Organisational members and the surroundings in which the individuals are function primarily responsible for change resistance. Some changes emerge as a result of opportunity, while others, such as partnerships and expansions, are deliberate (Akakpo *et al.*, 2019). The emphasis is then shifted to efficient change management, which enables individuals to repositions the organisation, fulfil its objectives, maximise their productivity and assure steady advancement in a constantly changing corporate environment. Only when the entire organisation is committed to the change can it be accomplished effectively. Because change occurs through individuals, it's critical to understand and motivate their principles, opinions, actions, and sentiments as elements of the transformation process. As per the view of Noori and Latifi (2018), **Theory of Change Management** by John P. Kotter indicates that changes in activities are substantial projects that an organisation pursues to either enhance performance, strengthen manufacturing quality, develop organisational environment, or reverse the company's current downward trajectory. Tesla has been very successful in maintaining a successful organisational structure. They understood the value of committed personnel and the influence they have on client involvement. As a result, they developed the Tesla360 Report (Monika *et al.*, 2021).It was essentially a questionnaire for employees that used the Maslow Hierarchy of Needs to guide productivity monitoring. With a remarkable over 90 percent participation rate, the questionnaire was a big success. Tesla encourages its attitude to promote and inspire its workers to explore independently and generate ideas that would assist the corporation spread and convert itself from adversaries in industry such as automobiles, technology, and production of energy. As

suggested by Perkins and Murmann (2018), Tesla has created an environment and a management plan to help its employees develop traits that would allow them to work efficiently and proactively on their own. Despite the fact that it is these qualities that will lead to and sustain the company's ability to provide the market with things that competitors have yet to conceive, let alone deliver. Such actions are attributed with Tesla's ability to remain competitive. Employee commitment is focused in order to meet current and future problems. Tesla, for instance, has indeed managed to consistently advance the automobiles it delivers to market due to a focus on creating electric vehicles, which will limit cars' deteriorating environmental impact.

Tesla aspires to be regarded as a 'cutting-edge' company that is always one step ahead of the competition. This is impossible to do without taking risks and venturing outside the box. According to Chen and Perez (2018), the experiment is supported and even encouraged in Tesla's culture. Half of the company's education instructs workers how to think outside the box and challenge the status quo in order to achieve actual inventiveness and performance. As a result, Tesla is continually looking for innovative ways to strengthen its company, operations, and introduce revolutionary ideas to customers. Tesla engaged in innovation by improving the processes by which it develops and distributes its products. In the beginning, they changed their creativity method from targeted development to accessible development. Tesla formed partnerships with companies like Daimler AG, Panasonic, and Toyota (Gilson and Abbott, 2017). Through collaboration with these companies and several of their R&D units, Tesla was able to achieve really effective and accessible development of their brand and technologies. As a result of this constant progress, Tesla received more resources and aid from outside the company. This gives Tesla greater opportunity to offer new products and extend the life of existing ones. Furthermore, they were able to reduce their technological expenditures while also profiting from one another by participating inaccessible development. But as opined by Alghalith (2018), **Force Field Analysis** developed by Lewin for change management techniques demonstrates that any ongoing effectiveness or becoming the point of imbalance between the motivating forces that urge forward development and restricting forces that prevent it. Lewin analyses a collection of supportive forces as well as a collection of restricting forces that resist and counterbalance things. In general, this opposition enables Lewin to imagine processes of continuation and discontinuities within comparatively fixed group behaviour formations. As Shvidanenko, Gurova and Busarieva, (2018),

stated that there have been many instances of poor workplace conditions in Tesla's operations. In such circumstances, fresh changes to Tesla's working environment may either raise or decrease the company's popularity. Tesla may have an unfavourable consequence as a result of these new changes since it will be regarded as a brand that offers bad working conditions for its workers. Another issue that Tesla may face is that the additional initiatives will present a positive image of Tesla as a company that listens to and values its employees (Gilson and Abbott, 2017). Since Tesla is a globally recognised brand, they must address worker and shareholder complaints about the company's work climate. Tesla workers would feel happy about their relationship with the brand and would enjoy going to work if a pleasant and secure work situation is established. Tesla's development will be sustained by providing engaged and efficient workers in a happy and safe workplace.

5.0 Impact of Current or Potential Micro and Macro-Environmental Changes

5.1 SWOT Analysis for Micro Environment

Tesla is one of the most well-known companies worldwide. The company has reached heights of success in the dynamic automobile industry. Tesla is famous for its unique and innovative approach. Tesla is one of the most analysed organisations among businesses worldwide. The SWOT analysis will reveal all the significant improvements and weak areas of the Tesla Business Model.

Strengths • Best in class electric Vehicles • Innovation • Strong Positioning • Diversification	**Weaknesses** • Complications in Manufacturing • Low Volume Production • Bad Financial Condition • Shortage of Battery
Opportunities • Greater Sales	**Threats** • Claims related Product Liability

• Competitive Advantage • Greater Brand Visibility • Increased customer Segment	• Competitors will Steal the Show • Decreased Company Reputation • Lower Production

Table 1: SWOT Analysis

(Source: Created by Author)

Strengths

Tesla is a leading manufacturer of electric cars nowadays. Tesla has left behind any other companies in this segment with its technology. Tesla's electric car has the best coverage and mileage compared to other electric vehicles (Mo and Wang, Y, 2021). Model S can travel 600 Kilometres with a single battery charge. The company has a high level of innovation associated with its products. Their recent development is the fully electric semi-truck and sports car. These products are the world's firsts which were developed by Tesla. Tesla has effectively positioned the organisation among its customers (McCain, 2019). It helps the company to survive in the economic uncertainty. With selling electric vehicles, the company also offers diverse opportunities, like the company has started their insurance facility called InsureMyTesla.

Weaknesses

The high quality of manufacturing and innovation leads to higher complications in manufacturing. Tesla has faced several difficulties and delays in the launch, delays in production etc., of their new products due to various mechanical complications (Teece, 2018). The company offers several innovative and low energy consuming cars, but the company fails to provide these vehicles in large volume. It is due to their factories high production cost and space expansion for the last few years (Pawin, 2021). This debt is because Tesla invested a lot in the research and development process. The CEO of Tesla, Elon Musk, has said that their production has been decreased due to a shortage of battery supply.

Opportunities

By offering the best electric vehicles in the market, the company could gain higher sales, creating an opportunity to spread in the global market. The company's latest innovations will beat its competitors easily (Haertler and Seeber, 2020). The strong positioning of the company increases the brand visibility to its customers. Offering other segments with electric vehicles increases the customer segment of the company. With the electric car, the company now provides a range of semi-trucks also which is getting popular among people.

Threats

Complications in manufacturing result in lower product liability. As the company claims to offer world-class products to customers, if they become unable to deliver the same, it will decrease its brand loyalty if it can not. Due to the low volume production, the competitors will gain more customer share, resulting in reduced revenue for Tesla (McCain, 2019). A large amount of financial debt creates a wrong impression about the company to its shareholders etc. Shortage of battery supply will hamper the production of vehicles in the company. It will directly impact the sales of the organisation.

5.2 PESTLE Analysis for Macro Environment

For increasing their business, the company needs to overcome the external challenges of the environment. The PESTLE analysis will analyse the macro environment of the company.

Political	**Economical**	**Social**
• Incentives from Government • Global Agreements for Trading	• Decreased Battery Cost • Economic Instability	• Preferences for renewable energy • Distribution of wealth in selected markets
Technological	**Legal**	**Environmental**

• Higher rate of technology change • Increased Automation	• Energy Consumption Regulations • International protection of Patents	• Environmental Sustainability • Improved standard of waste disposal

Figure 2: PESTLE Analysis

(Source: Created by Author)

Political

Government entities are one of the significant external forces for any business. The government incentive to the company helps Tesla develop its business better. It also strengthens the financial condition and strength (Panmore, 2019). The company gets government incentives for their environmental sensitivity. The company also can spread the business over countries with free trade agreements. The political stability enables the company for better market penetration.

Economical

The lower battery cost helps in the business performance. The lower battery cost will also decrease the cost of vehicles, attracting more customers. With cost-effective cars, the company can target ordinary consumers also (Lennerz *et al.,* 2020). The threat with the segment is the company's financial instability, which can decrease the economy and performance of Tesla. Despite the unstable economic condition, the company has many reasons for growth in the industry.

Social

The demand for environmentally sustainable products is increasing day by day. At that time, the electric car of Tesla was no doubt the first choice for people. That helps in maximising the profit of the product—the product's profit world-class technology with environment-friendliness favours Tesla (Pawin, 2021). The distribution of wealth in the countries with high potential buying power helps Tesla sell their expensive cars.

Technological

Technological change is both an opportunity and a threat for the organisation. Opportunity is like the company can get more sales if they cope with the technological changes, and if they don't, it can lower their sales (Andersen *et al.*, 2017). Automation is a trend that can work as an opportunity for Tesla. In Tesla, 75% of production systems are automated, which lowers the expense on human resources and provides quick and quality product manufacturing.

Legal

The analysis examines the opportunity of promoting the company's electric vehicles according to the energy consumption regulations. Tesla also has a great chance of expanding its business overseas with international patent protection (Hettich and Müller-Stewens, 2017). Improving its international patent protection will allow the company to offer their environment-friendly vehicles to other countries.

Environmental

The company is known for its eco-friendly products, such as electric vehicles, solar panels etc., to customers. The company manufactures products keeping in mind the future of environmental sustainability (Panmore, 2019). The company also uses reusable windshield racks, which reduces 100 tons of cardboard waste in a year. Tesla has an excellent composting and recycling programme, and the company diverts 79% of their waste from landfills with these programmes.

6.0 Recommendations

Tesla is no doubt one of the well-established and prominent organisations worldwide. The company has a lot of areas to improve in future, and to gain better recognition from people. Technology and innovation make them different from other automobile companies. Their steps

towards environmental sustainability also make them unique among others after all, the following are some suggestions that will help the company improve their function in the coming days.

- Before investing capital in research and development (R&D), the organisation should consider the outcome.
- The company should also emphasise producing medium to large volumes to meet customer demand.
- The company should increase the battery's power to prevent shutdowns while driving.
- The company should look after the effectiveness of the technologies they are using in their vehicles.

7.0 Conclusions

It can be summarised from the report that Tesla Motors has been one of the leading automobile manufacturers to incorporate innovation and changes to the business and operational plans. Tesla is a foresighted company that aspires to revolutionise the automobile industry by developing battery-powered electric automobiles. It faces a number of challenges in this endeavour, which it must overcome, mostly through invention. Through the innovation and change management theories, it has been demonstrated how Tesla made such improvements since its inception.Tesla would need to invest in large-scale manufacturing of longer-lasting, highly efficient rechargeable batteries to run its autos and please customers, even if it develops into an international marketplace. Tesla has been very consistent in their process of innovations and changes to the automobile industry. Elon Musk, as the CEO of Tesla, has invested all of the resources to make technological developments and progress for the company. Considering the recommendations would be suitable for Tesla Motors to keep maintaining their competitive edge and sustainability in the future of the business.

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