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Business Model Innovation of the Electric Vehicle Industry：The Case Study of “Qingdao TGOOD Electric Co,. Ltd”

（Thesis submitted for the degree of Executive Doctorate in Business Administration）

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ABSTRACT

The development of the electric vehicle industry as an effective means to cope with energy crisis and environmental pollution has attracted attention of all countries across the world. However, innovation of business model related to electric vehicle industry still faces a lot of difficulties and barriers and in-depth research on it that is based on China's actual conditions is rare. After reviewing the previous document researches, in this paper, the author puts forward the theoretical framework of analyzing the influence of institutional and market environment on the business model innovation process of the electric vehicle industry; and based on this, the author obtains multi-angle analysis data through the methods such as depth interview, questionnaire survey and second-hand data reduction, makes an in-depth analysis on the "intelligent charging system of electric vehicle group" and its business model put forward by Qingdao TGOOD Electric Co.,Ltd, reveals the influence of Chinese institutional and market environment on the business model innovation and evolution, and he also adopts the survey research to evaluate its operation and puts forward the suggestions for improvement.

Studies show that China electric vehicle industry has a huge market and attracted many companies to build wealth, who created multiple innovated business models different from traditional vehicle industry, taking electric vehicle production, sale, utilization(charging) as an entry point. For example, TGOOD expanded its business with its lead-edge electric vehicle charging technologies from car sale to aftersales service respectively in the upper section and the lower section of the industrial chain. Meanwhile, the Chinese government highly intervened in market during its economic transition period, bringing about monopoly profit after market segmentation. To break down the barriers, some enterprises in the electric vehicle field adopted the way of cooperating with the government and state-owned enterprises(SOE) to share the profit in this sector. TGOOD had an earlier awareness of this situation, and cooperated with the local well-known enterprises to establish factories in many cities to gain and keep competitive edge by technological superiority and complementary advantage. Moreover, national industrial policy changes so rapidly that the consequent market opportunities are not easy to perceive and grasp, and enterprises advance cautiously with a phenomenon of copycat innovation. TGOOD put forward a long-term strategic plan as well as technology and market layout in certain trendy fields in order to avoid homogeneous competition.

From the current progress, good business performance had been achieved in those enterprises that keep up with the changes in system and market and innovate business model, and the follow-up is still in observation. The above analysis and conclusion have an academic contribution to the theory of expanding

business model innovation and evolution, also as a good academic guide in China electric vehicle industry development.

Key Words: business model; electric vehicle industry; institutional environment; market environment; case study

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