

Cover Page

Insert Organization and Fuqua Logos

Insert Project Name and Document Title, for example:

Business Model Development with Go-to-Market Strategy in EV Charging Space

Insert Date of Document

Insert FCCP Team Member Names

BACKGROUND

Founded in 2021, Super EV has a mission to make high-quality, affordable, and reliable EV charging solutions accessible to everyone, everywhere. The Super EV team has dedicated the past ten years to designing and developing Level 2 and Level 3 EV chargers. Through this design process, Super EV aims to create EV charging stations that are safe, reliable, simple and smart, providing a distinct competitive advantage in the market. The key value propositions of Super EV include:

- **Safety:** Building safe EV chargers that leave little to no opportunity for customer injury is Super EV's highest property.
- **Reliability:** By using high quality, rigorously tested components, Super EV chargers ensure a consistent and uninterrupted charging experience for customers.
- **Simplicity:** Intuitively designed so customers need little to no instruction to be able to use and operate a Super EV charger.
- **Smart:** Each charger is designed as a smart wireless platform that allows for an easy, low stress consumer experience, for efficient remote diagnostics and maintenance, and for non-intrusive software and product updates.

OBJECTIVES & KEY DELIVERABLES

Objective: The FCCP team and Super EV have agreed to focus the scope of work on developing an effective go-to-market strategy for implementing an owner-operator model in the EV charging space. This work will directly help Super EV in achieving its goals of xx% market share and xx% EBITDA profitability in Europe.

Key Deliverables: The FCCP team will deliver a final presentation to the CEO and leadership team of Super EV, providing a recommendation on whether to pursue an owner-operator model, and, if pursued, an optimal go-to-market strategy aligned with this decision.

Specific Deliverables and Schedule: To deliver a comprehensive and actionable recommendation, we have structured our approach into four work streams, each with specific deliverables and deadlines:

Work Stream & Deliverable	Description	Deadline
Market & Industry Analysis	<ul style="list-style-type: none"> - Evaluate market landscape, including political, economic, and technological trends - Analyze consumer needs and preferences and identify customer segments - Develop positioning strategy for key segments 	March 25, 202Y
Competitive Analysis	<ul style="list-style-type: none"> - Identify key competitors using an owner-operator model - Determine Super EV's key differentiators 	April 5, 202Y
Business Model Optimization	<ul style="list-style-type: none"> - Define required changes to move to an owner-operator model - Identify key business and solution partners - Evaluate potential strategies and formulate an implementable model 	April 12, 202Y
Cost and Financial Analysis & Planning	<ul style="list-style-type: none"> - Analyze the cost structure for each EV charger - Assess ongoing service and maintenance costs - Develop a financial plan for the proposed strategies 	May 13, 202Y
Final Go-to-Market Recommendation	<ul style="list-style-type: none"> - Deliver a clear, succinct recommendation for the most effective go-to-market strategy for Super EV chargers 	June 8, 202Y

PLANNING ASSUMPTIONS

Meetings, Status Updates, and Communication: The FCCP team will host virtual weekly status meetings every Tuesday at 5:30 pm EST to discuss project updates, address outstanding questions, and discuss key next steps. Project status updates will be sent to the Super EV team every Monday morning in the form of a one-page summary highlighting tasks completed, a summary of the coming week's activities, key issues/concerns, and a visual update of the project's overall progress. [Student #1] will serve as Lead Project Manager and will oversee direct communication with the Super EV team. [Student #2] will serve as Co-Lead Project Manager, handling client communication whenever [Student #1] is unable. Either the FCCP team or Super EV team can designate new points of contact by providing prior notification. If additional meetings beyond the scheduled weekly calls are required, 24-hour notice will be given, with attendance based on availability and the urgency of topics.

Project Breaks: Work will pause during the Fuqua EMBA final exam period in the second half of April.

Handling Risks & Delays: A risk and issues log will be established and reviewed in the first weekly status meeting after the work scope is finalized. Any new risks or issues discovered will be raised at the next weekly meeting. High impact issues (i.e., those that may significantly delay deliverables) will be escalated and resolved within three business days. If a high-impact issue (e.g., significant market shifts, regulatory changes, major changes in business needs, unforeseen changes in available time commitment, etc.) halts project progress, the FCCP team will work with Super EV to develop contingency plans and assess the effect on project scope.

Access to Institutional Knowledge, Market Research, & Resources: The FCCP team will have access to key Super EV employees who can provide relevant insights into company operations, products, and market positioning. Super EV will provide cost and pricing information on their EV chargers to support a detailed evaluation of the owner-operator model. Super EV is responsible for sharing prior market research or industry intelligence relevant to the project. If additional research reports or data collection requiring monetary investment are deemed necessary, the FCCP team will present justification for the request to Super EV before proceeding. It will be Super EV's choice as to whether to purchase such data or tools.

AUDIENCE ANALYSIS

The primary audience for our final deliverables will be Super EV's leadership team, including **xxx (CEO)**, who will make the final decision on the feasibility and implementation of the owner-operator model. **xxx (COO)** will play a crucial role as a key stakeholder, providing operational insights and ensuring alignment with Super EV's strategic objectives.

Additionally, **xxx (Chief Product officer)** will be instrumental in providing product development and engineering insights and evaluating the technological feasibility and integration of the recommendations, particularly regarding infrastructure, innovation, and operational efficiencies. **xxx (Executive Assistant)** will assist in coordinating meetings, ensuring timely communication, and facilitating access to key stakeholders.

Beyond the executive leadership, **Super EV's sales, marketing, and operations teams**, such as **xxx (Finance)**, **xxx (Sales Manager)**, and **xxx (Operations)**, will be key absorbers of our recommendations, as they will be responsible for implementing strategies related to pricing models, market expansion, and customer acquisition. To ensure engagement with these stakeholders, the FCCP team will conduct weekly meetings, structured updates, and targeted stakeholder interviews. Tuesday review meetings and regular status updates will provide leadership with an opportunity to refine our direction based on their strategic priorities.

Finally, internal interviews with sales, operations, and marketing teams will allow us to gather insights into customer acquisition strategies, financial structures, and competitive positioning. Super EV has committed to sharing relevant market research, financial reports, and operational data to support the FCCP team's analysis.

APPROACH

The key activities required to execute this project are outlined in the Gantt chart below, structured across five phases. The FCCP team will begin by conducting **Market and Industry Analysis** to assess key economic, technological, regulatory, and customer demand factors influencing the EV charging market.

This will be followed by **Competitive Analysis**, where the team will evaluate Super EV's positioning, competitor strategies, pricing models, and customer acquisition tactics.

Next, the team will focus on **Business Model Optimization**, identifying viable contract structures, partnerships, and vertical integration strategies for Super EV's owner-operator model. A **Cost and Financial Analysis and Planning** phase will follow, calculating cost structures, pricing models, and long-term scalability to ensure profitability.

Finally, the project will culminate in the **Go-To-Market Strategy**, where findings from all previous phases will be synthesized into actionable recommendations for Super EV's leadership team. These activities will be conducted through a combination of market research, stakeholder interviews, competitive benchmarking, and financial modeling, ensuring a data-driven approach that aligns with Super EV's growth objectives.

Project Gantt Chart:

[see following page]

SUCCESS MEASURES

To ensure the successful execution of this project, we will track performance against key outcomes aligned with Super EV's business objectives. The following measures will be used to assess progress and effectiveness:

Competitive Analysis: Conduct a comparative assessment of organizations implementing an owner-operator model. Narrow down to the top 3 organizations and identify Super EV's strengths and weaknesses in relation to those organizations. Develop key differentiators that position Super EV favorably in the market.

Market Segmentation: Identify target market segments where the owner-operator model is both feasible and financially viable based on demographics, local and state government regulations, population distribution, etc. Validate these segments through stakeholder interviews, market research, consumer trends, and industry benchmarks. Align segment selection with Super EV's growth and expansion strategy.

Financial Plan & Profitability: Conduct a detailed financial analysis to evaluate the feasibility of implementing an owner-operator model. Identify key cost drivers, revenue opportunities, and potential risks associated with the model. Recommend improvements to financial strategy for stronger initial profitability and long-term sustainability measured by recurring monthly and annual profits generated by the owner-operator model.

Actionable Implementation Plan: Develop a structured, step-by-step strategy for Super EV to execute the owner-operator model effectively across all product lines. Provide clear implementation guidelines, including operational considerations, partnerships, and go-to-market strategies. Ensure that the plan is scalable and adaptable based on market dynamics.

Market Share & EBITDA Goals: Outline strategic pathways to help Super EV achieve its goal of xx% market share and xx% EBITDA profitability. Align recommendations with industry best practices and financial benchmarks. Provide key performance indicators (KPIs) and corresponding targets to track progress toward these goals.

Final Recommendation Validation: To ensure the feasibility and effectiveness of our final actionable plan in achieving Super EV's goals, we will implement a validation process that includes two key elements: (1) utilizing market data to test the constraints and financial assumptions of the owner-operator profitability model, and (2) conducting iterative feedback sessions with Super EV leadership to refine recommendations. This structured validation approach will enhance the credibility and practicality of our final recommendation.