

Review of: "The Innovations Driving Tesla's Success: Disruptions, Competition, Business Model, Customer Transformation, and Entrepreneurial Strategies"

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Potential competing interests: No potential competing interests to declare.

I approached this article due to my interest in business cases and, in particular, because of my interest in the case of Tesla. I do not believe the article deserves the rating it receives from most of the reviewers: it merely presents the company's virtues and its strategy in an emphatic manner, while ignoring any critical aspects. It does not sufficiently address the models on which it is based (for example, it simply associates "design thinking" with a series of attributes and ideas that always have positive content: "empathy, collaboration, placing people's needs and experiences at the forefront, user-centricity, creative problem-solving), but provides little information about the doctrine's content"). Additionally, it is sometimes very repetitive (see, for example, sections 3 and 4).

However, the reason that led me to conduct this review is different. A brief review of the article's bibliography yields the following results (this overview is not exhaustive):

- Lee, S. and Kim, H., 2024. "The Tesla Phenomenon: Consumer Adoption and Market Growth in the Electric Vehicle Industry." *International Review of Business and Environmental Strategy*, 29(2), pp.134-150.

The title of this article yields no results in Google Scholar, and the journal appears to be nonexistent.

- Smith, J. and Johnson, L., 2024. "Advancements in Battery Efficiency and Autonomous Driving: Tesla's Path Forward." *Journal of Sustainable Transportation Innovation*, 18(3), pp.204-219.

The title of this article yields no results in Google Scholar, and the journal appears to be nonexistent or, at the very least, cannot be located using a Google search.

- Johnson, R., 2023. "Closing the Software Gap: How Competitors are Catching Up to Tesla." *TechAuto Review*, 12(2), pp.58-69.

The title of this article yields no results in Google Scholar, and the journal appears to be nonexistent or, at the very least, cannot be located using a Google search.

- Johnson, R., 2023. "Closing the Software Gap: How Competitors are Catching Up to Tesla." *TechAuto Review*, 12(2), pp.58-69.

The journal *TechAuto Review* does not seem to exist either. However, *AutoTech Review* does exist, though there are no volumes available after 2017 (at least through its website).

- Johnson, R., 2023. "Emerging Trends in Electric Vehicle Design." *Automotive Innovation Review*.

The title of this article yields no results in Google Scholar, and the journal appears to be nonexistent or, at the very least, cannot be located using a Google search.

- Johnson, R., 2023. "Solid-State Batteries: The Next Frontier in EV Innovation." *Advanced Energy Materials Review*.

Searching for the article's title in Google Scholar yields no results. It has been verified that other articles from the journal can be located through Google Scholar.

- Johnson, L., 2023. "Competing with Giants: How New Players are Disrupting the EV Market." *Automotive Innovations*, 17(2), pp.58-67

The title of this article yields no results in Google Scholar. The 2023 volume is the 6th, not the 17th. The author's name (Johnson) is not found in the entire 2023 volume.

- Smith, A., 2023. "The Direct Sales Revolution: Tesla's Influence and the Competitive Response." *Energy and Tech Magazine*, 23(4), pp.92-104.

The title of this article yields no results in Google Scholar.

- Gupta, A., 2022. "Tesla's Market Strategy: Leading the Electric Vehicle Revolution."

The title of this article yields no results in Google Scholar.

- O'Connell, J., 2021. "Tesla: Innovations and Strategic Insights," *Journal of Business and Technology*, 15(3), pp.78-95.

There is no issue 3 in the 2021 volume (which is volume 5, not 15, of the *Journal of Business and Technology*). There is no article by O'Connell in the entire 2021 volume of the journal. A search for the article title in Google Scholar yields no results

- Carvalho, M., 2020. "The Role of Entrepreneurial Mindset in Driving Innovation: A Case Study of Tesla Inc." *International Journal of Innovation and Technology Management*, 17(3), pp.1-15.

There is no article with this title or by this author in issue 17(3) of the *Journal of Innovation and Technology Management*. The article title yields no results in Google Scholar (except for the reviewed paper in Qeios).

- Richards, L., & Scott, P., 2017. "Strategic Risk Mitigation in Tesla: Diversification and Partnerships." *Journal of Business Strategy*, 9(4), pp.112-128.

The title of this article yields no results in Google Scholar. Volume 9 of the *Journal of Business Strategy* corresponds to the year 1988. In volume 38 (corresponding to 2017), there is no article by Richards and Scott.

As I mentioned earlier, the previous list is incomplete. Based on my checks, it seems that all these bibliographical references were fabricated by the author. Given the seriousness of this accusation, I request a more thorough review by the editors and recommend that the editors give the author an opportunity to explain what has occurred.

Otherwise, and given that this is not an error in one single bibliographical reference, but rather almost the entirety of the bibliographical material supporting the author's claims on Tesla appears to be fabricated, my recommendation is that the article be retracted from the journal.

Additionally, I suggest the journal reassess the whole of its review process, as these issues were missed by 13 different reviewers.