SWOT & Strategic Analysis

Market Entry — North American EV Charging Infrastructure

Strengths
- Proprietary fast-charge IP (350kW)
- Existing utility partnerships in 4 states
- Strong balance sheet; $480M cash

Weaknesses
- Limited brand recognition in NA
- Thin field-service footprint
- Software stack still maturing

Opportunities
- $7.5B federal NEVI funding
- Fleet electrification mandates
- Underserved highway corridors

Threats
- Tesla NACS standard consolidation
- Utility interconnection delays
- Permitting bottlenecks in CA & NY

So What — Strategic Implications

The window to lock in highway-corridor sites under NEVI funding closes within 18 months. Winning requires three moves in parallel: (1) accelerate utility interconnection by partnering with two regional IOUs, (2) adopt NACS alongside CCS to neutralise the standards risk, and (3) build a 40-person field-service bench before site count exceeds 250 stations.

Recommended Quarterly Sequence

Quarter	Move	Outcome Metric
Q1	Sign 2 IOU partnerships; close NACS license	Interconnect lead time <90 days
Q2	Acquire 60 highway sites under NEVI	Permits filed on 100% of sites
Q3	Stand up field-service hubs in TX, CA, GA	First-time fix rate >85%
Q4	Launch fleet contracts with 3 logistics majors	Annualised utilisation >32%