Case Study

How Exicom Sidestepped a Price War and Reclaimed Their Name In an Increasingly Crowded EV Industry



Industry: EV charging hardware, software and infrastructure services
Geography: India, with primary focus on the top 15 cities by EV adoption
Target Industry: EV ecosystem includes Fleets, CPOs, OEMs, and commercial real estate/captive charging.
ICP: Procurement Heads, Operations Leaders, Infrastructure and Project Leads, Facilities Management

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The Context:
When Category Leadership Stops Being Enough



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Exicom built India's AC/DC fast charging category. Then the market it created caught up. Charger prices fell 30 to 40 percent as new entrants arrived, every competitor began claiming the same reliability, and PSU tenders reset price expectations across the board. Exicom's real advantage, world-class, reliable charging technology proven at operating scale, wasn't translating into how the market perceived the brand.

Competing on price was never a fight worth entering. It would have meant conceding the one advantage Exicom actually held. The opportunity instead was to move the conversation entirely away from cost and onto ground no competitor could match: engineering depth and reliability proven at scale.

At the same time, a second opportunity was forming in real estate, hospitality and healthcare, buyers who had never considered EV charging their problem to solve. There was no perception to fix here, because there was no category awareness to build on.

Exicom brought in BambooBox to run account-based marketing programs built to solve both problems at once: steer established buyers away from a price-led conversation Exicom didn't need to have, and build a category conversation from the ground up for a market that hadn't started thinking about EV charging at all.

The Challenge:
What Had to Be Solved First



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01 **A category conversation drifting toward price.** As new entrants pushed costs down, the market began evaluating charging infrastructure on price rather than performance. Exicom had built its business on engineering and technological depth, not on being the cheapest option, and a price-led conversation put its actual strengths out of view.

02 **No visibility into its own market universe.** Exicom did not have a clear picture of its TAM, which accounts and contacts to target, or who inside those accounts mattered. Without that foundation, there was no way to reach the right ICP/buyers with the right message, and no ABM program can run efficiently without it.

03 **One audience on paper, different audiences in reality.** Part of the market already knew Exicom and understood the category. Another part had no awareness of the brand, and in many cases no awareness that they needed EV charging at all. A single narrative could not serve buyers sitting at opposite ends of the awareness spectrum.

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The Solution

Building the ABM Engine:

From the Ground Up, for Two Completely Different Buyer Journeys

This is where account-based marketing did the work a conventional demand generation campaign couldn't. BambooBox built one program around two entirely different strategies, and unlike a standard campaign, this one couldn't start with messaging. It had to start with data.



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Starting Where Every ABM Program Must: With the Data

No ABM program works without knowing exactly who to target and who inside each account actually makes the decision. For Exicom, that foundation didn't exist. BambooBox built it from scratch before a single campaign went live, and it was, deliberately, the most time-intensive part of the entire program. Nothing that followed could have worked without getting this right first.

01 **Built a fresh target account list from zero:** roughly 460 accounts across CPOs, OEMs and fleets, and close to 3,900 across real estate, hotels, hospitals and captive offices, none of which existed in Exicom's database before

02 **Identified the exact ICPs and personas** inside each account, not just a single point of contact, giving Exicom a complete lay of the land of its own buying universe for the first time

03 **Mapped full buying committees per account**, so every account was engaged as a group of stakeholders, not one name on a list

04 **Tiered accounts by motion:** sales-led for strategic accounts, price-perception-focused for growth accounts, category adoption for scale accounts

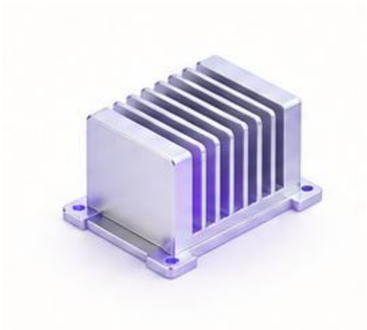


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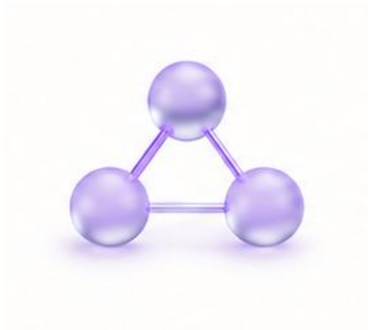
From Data to Diagnosis:

The Building Blocks for our ABM Strategy

With the account and contact foundation in place, BambooBox used it to answer a harder question: what should Exicom actually be trying to win, and where. That meant studying Exicom's existing messaging, mapping the full field of charging hardware and software vendors active in India, and identifying a gap no one else owned:



Hardware makers had no service network. Charge point operators had no control over hardware. Global players had weak local service.



Exicom was the only vendor operating at scale across all three: hardware, software and a 200-plus engineer field organization.



Almost no competitor was running focused, account-based outreach on LinkedIn, leaving the category conversation open.

This diagnosis confirmed the call already made: Exicom's lead generation program across LinkedIn, Google and email needed to compete on engineering credibility, not price, and needed an entirely different approach for a segment that wasn't in the market conversation yet.

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Two Buyers, Two Strategies:

Building the Campaign Layer

The diagnosis translated into **two distinct campaign strategies**, each built for a different buyer psychology.

a

Established buyers, CPOs, OEMs and fleets, needed a reason to stop comparing Exicom on price.

Every buyer here feared the same outcome through a different lens:
downtime meant lost revenue for CPOs, brand damage for OEMs, broken SLAs for fleets.

> **"Uptime isn't promised. It's engineered."**

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The Proof: 400,000-plus cycle-tested hardware, 24/7 predictive monitoring, and a 200-plus engineer field network, together forming a reliability record verified at operating scale, not claimed in a spec sheet. This shifted the conversation from sticker price to five-year total cost of ownership, the only comparison where Exicom's advantage holds.

b | Emerging buyers, real estate, hotels, hospitals and offices, needed the category to exist before they could be sold anything.

> **"EV charging is a business opportunity hiding in plain sight."**

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Built as three moves:

Awareness

EV-ready parking mandates, measurable property value uplift, EV readiness as a search filter for premium tenants

Ease

No dedicated internal team required, the same hardware and service network trusted by India's largest CPOs and OEMs

Urgency

The real cost of waiting, in lost rent, lost guests and weaker ESG scores

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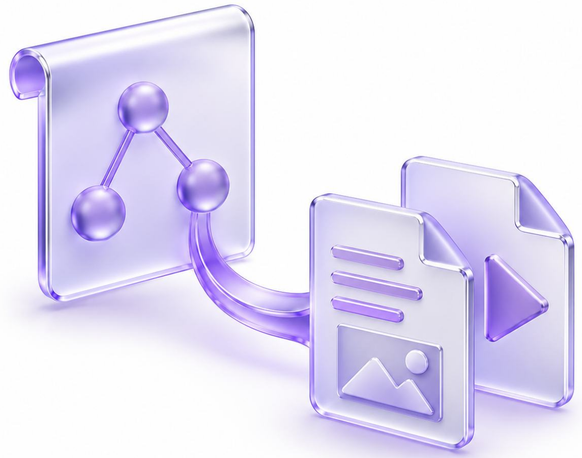
From Strategy to Story: Building the Content Engine

Before creating anything new, BambooBox audited what Exicom already had, its existing case studies, brand assets and collateral. BambooBox created content from scratch and elevated Exicom's content capabilities.

New assets were then built to carry each strategy through its funnel:

01 **For the Established Segment:** proof-led assets such as a DC fast charging reliability report and named deployment case studies

02 **For the Emerging Segment:** category-building assets such as a cost-of-waiting interactive tool and an EV-readiness guide for properties



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Multi-Channel Precision ABM Journeys

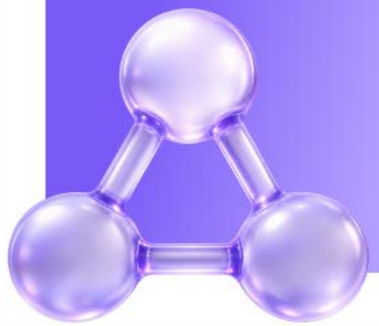
Rather than running LinkedIn, Google and email as independent efforts, BambooBox built a single account journey that moved across platforms based on how each account was actually engaging. LinkedIn carried the message to buying committees at the account level. Google captured active search intent from accounts already exploring solutions. Email deepened the relationship once an account showed initial interest. Every channel drew from the same account and intent data, so activity on one platform shaped what a stakeholder saw next on another, creating one coherent experience across the funnel rather than disconnected channel-level campaigns.



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The Impact:

Over 10% of our target account list (TAL) became highly engaged within the first three months of the campaign.



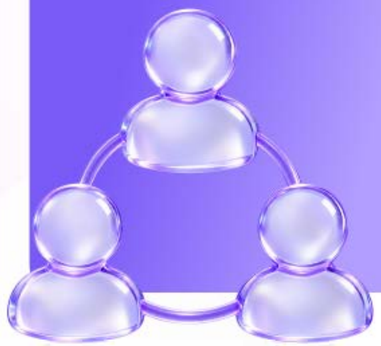
22% of our engaged accounts were surfaced through BambooBox platform insights - accounts that would not have been identified through performance campaigns alone.



Reduced the cost per conversion **by almost 84%** all the while maintaining a **CTR of over 8%**



Our ABM program was able to generate high **engagement from key ICP personas** including Heads of Operations, Procurement, and Business Development.



Our targeted campaigns delivered a **17x return** on ad spend.



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BambooBox has strengthened our ABM strategy by bringing together a strong account database, relevant content, and actionable intent insights. The quality of the data and content strategy has enabled us to build sharper, more targeted campaigns, identify accounts demonstrating buying intent, and engage them with greater relevance. It has also given us better visibility into account-level engagement, helping us prioritise high-potential accounts, optimise our outreach, and drive more qualified leads. This has made our ABM approach more strategic, focused, and outcome-driven.

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