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Innovative Business Plan: SECU'ROAD

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BUSINESS
SCHOOL

Department of Marketing, Operation and Management

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Abstract:

The main objective of this business plan is to analyse the viability of a road safety training company, as well as to highlight the need for such a company.

Nowadays, although the driving test allows young drivers to be qualified for a driving license, accidents on the road continue to increase, and the stakes are very high to reduce these figures. This project first highlights the statistics related to road accidents and the rights of drivers. Subsequently, a matrix that has been in place for several years will be used to determine the different attitudes of drivers, which will later be used to set up theoretical and practical modules.

According to the research, although substantial resources need to be deployed in order to set up such a business, one of the main axes of success lies in a governmental agreement that would make the training free of charge for the clients.

Finally, innovation is also one of the key points of the success of this project, allowing the company to differentiate itself and to offer a quality above the market average.

Lastly, after having studied the market and described the functioning of the company, a financial analysis will be presented in order to be able to seek investment.

KEYWORDS: Startup; Business Plan; Driver training; Road security; Financial analysis

JEL Classifications System Codes: M13 – New Firms; Z10 - General

Resumo:

O principal objectivo deste plano de negócios é analisar a viabilidade de uma empresa de formação em segurança rodoviária, bem como destacar a necessidade de tal empresa.

Hoje em dia, embora o exame de condução permita aos jovens condutores obterem a carta de condução, os acidentes na estrada continuam a aumentar, e os riscos são muito elevados para reduzir estes números.

Este projecto começa por destacar as estatísticas relacionadas com os acidentes rodoviários e os direitos dos condutores. Posteriormente, uma matriz que está em vigor há vários anos será utilizada para determinar as diferentes atitudes dos condutores, a qual será posteriormente utilizada para a criação de módulos teóricos e práticos.

De acordo com a investigação, embora sejam necessários recursos substanciais para a criação de tal negócio, um dos principais eixos de sucesso reside num acordo governamental que tornaria a formação gratuita para os clientes.

Finalmente, a inovação é também um dos pontos-chave do sucesso deste projecto, permitindo à empresa diferenciar-se e oferecer uma qualidade acima da média do mercado.

Em conclusão, após ter estudado o mercado e descrito o funcionamento da empresa, será apresentada uma análise financeira a fim de se poder procurar investimento.

Palavras-chave: Arranque; Plano de Negócios; Formação de motoristas; Segurança rodoviária; Análise financeira

Códigos do Sistema de Classificação JEL: M13 – Novas Empresas; Z10 – Geral

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1. EXECUTIVE SUMMARY

With a growing population and an expanding labour market, the number of vehicles used to get to work is increasing. Unfortunately, we are not all equal when it comes to the dangers of the road, which are also increasing.

SECU'ROAD has positioned itself as an innovator in the road safety market. The primary goal of this entity is not to teach people to drive, but to develop aspects of road safety that may not be covered in the driving test.

Moreover, the reasoning does not stop at young drivers. Indeed, in the analysis that will be presented in this document, it is clear that young drivers are part of the target group. However, driving tests have changed significantly over the years, and although they are becoming more structured, the majority of drivers who passed their driving tests long ago should not be overlooked.

By developing virtual reality modules, as well as using a business model that seeks to reduce infrastructure costs, SECU'ROAD seeks to position itself as a premium trainer, while delivering a certification validated by the French government and its road safety entity.

Furthermore, it is well known that starting a business is a real challenge, and therefore SECU'ROAD and its model seeks to optimise subsidies and create a win-win eco-system. Indeed, by proposing an adapted solution, which improves the daily life of drivers and above all reinforces the safety of others while being 100% covered by the state, SECU'ROAD delivers a tailor-made offer where everyone wins.

Always with the aim of delivering an accessible and affordable product, SECU'ROAD will offer road safety training days for companies. Initially, this solution only targeted employees who drive vehicles, however, a European law allows the company to offer this 100% covered solution to all people who are employees or who have worked for at least 3 months during the year. In this business plan, we will first cover the statistics that lead us to think about a solution for this growing accident rate, and then we will discuss the key aspects of the success of this project. In particular, the main points to present to potential future investors - its financial aspect - as well as its added value in terms of corporate social responsibility.

2. LITERATURE REVIEW

Despite the general consensus of business plan's literature reviews, which seems to be focusing on defining different entrepreneurial concepts and methods, it seemed more relevant to be looking into the reasoning behind this innovative business idea, as well as some constructive data in the current market that "SECU'ROAD" is looking to penetrate. For this reason, this section will be looking firstly into the current statistics and reports of road accidents that support the initial motive for this venture. Secondly, an emphasis on the responsibilities and the effects of road safety on our current society. Lastly, this section will dig into an analysis of a conceptual model of driver training and education.

2.1 INNOVATIONS

Despite most countries having a driving test, these assessments remain basic and do not allow participants to fully cover some of the uncertainties stemming from the driving. For the purpose of SECU'ROAD, two important innovations will be integrated:

- Virtual Reality Technology
- EasyDrift Technogogy

Virtual reality, defined as an artificial environment in which sensory stimuli such as sights and sounds can be experienced from a computer, and the user can be fully immersed as well as take some actions (Merriam Webster, 2022). This technology as never yet been used by any other competitors, and is definitely a real added value when it comes to teaching. In fact, it would be practically impossible without the correct infrastructure space and securities to replicate some of the loss of control of vehicles.

EasyDrift Technology consists of "rings", made from a composite material with specific properties, decreasing the grip of a vehicle and offering new possibilities (Easydrift.com, 2022). In other words, this material allows you to replicate situations of loos of control in your vehicle at really low speed and without any dangers. This innovation will bring added value to the company, not only because of it's technology, but also because it will highly reduce the costs of infrastructure.

2.2 STATISTICS ON ROAD ACCIDENTS IN FRANCE

In a controversial way, it could be argued that the emergence of COVID-19 at the beginning of the year 2020 has had a positive impact on the accidental rate in France, most likely due to the fact that people did not use their car as much as they would normally. In fact, the national rate of accidents in 2021 as been diminishing by 19% compared to the previous year (ONISR, 2021) with a total number of 45'121 accidents.

Furthermore, and according to the “Observatoire National Interministériel de la Sécurité Routière” (2021) 2780 people died on the roads, a number approximately 21% below to the 2019 rate and historically at its lowest. In fact, when looking at more data provided by the French Government it seems that the rate of mortality per week on the roads in 2020 was similar to the one in 2019 until the first lockdown appeared.

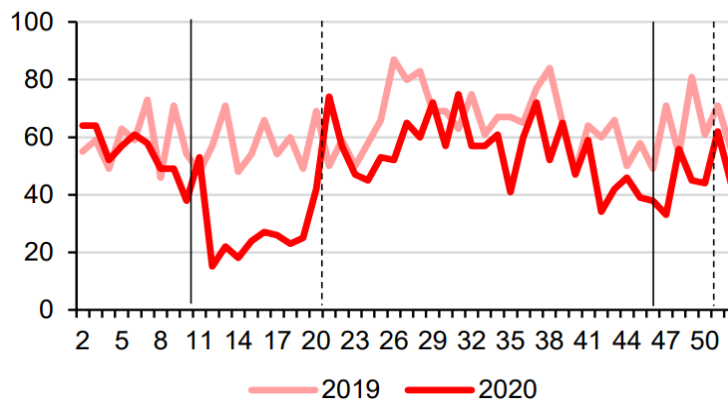


Figure 2.2.1: Rate of mortality from car accidents in 2019 vs 2020

Moreover, this report from the ONISR (2021) also demonstrates that the rate of death by accidents shown in Figure 2.2.1 also correlates with the number of deaths on the road per week for the year 2018, and 2017. Thus, it could be argued that lockdowns have played an important role in reducing the number of accidents on the road but, factually, the data seems to always show the same pattern despite a strong effort on the government side to raise awareness and increase safety on the road.

Another relevant statistic stemming from this analysis of the ONISR (2021) indicates that the global cost of accidents on the road in 2020, including everything from hospital bills to material damages, reached 29,7 billions euros and the total bill of the “insecurity on the road” represents about 1.6% of the French GDP. These statistics only reinforce the idea that car accidents aren’t just dangerous but also represent a substantial cost for governments.

Additionally, the ONISR (2021) identified that amongst these 45’121 accidents in 2020, around 38% of them – 16’900 – are work-related accidents. Needless to conclude that, despite other important factors such as drink driving, the rate of work-related accident is a very serious issue to be taken into consideration. Although governments seem aware of these numbers, and discussion regarding reducing the necessity of driving cars to work has been a recurrent topic, a study made by the “Institut National de la Statistique et des Etudes Economiques” (2021) shows that 74% of active workers use their car to travel to work.

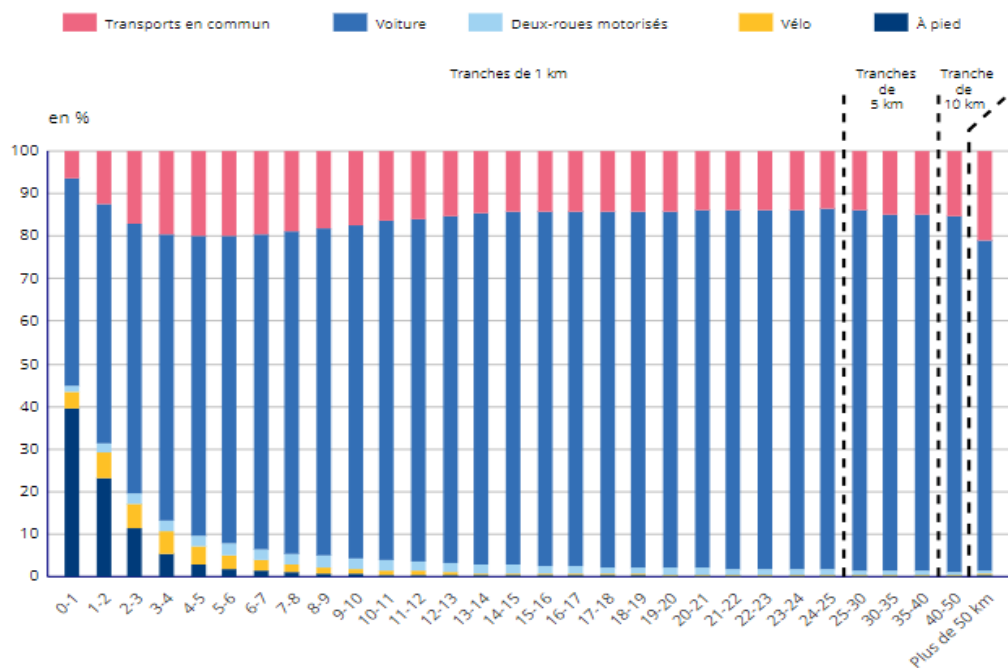


Figure 2.2.2: Main mode of travel to work by distance travelled

In other words, although covid has had a positive impact on the rate of accidents on the road in France over the last years, the statistics show that these numbers are rather stagnating, and that the use of cars as a travel mode is still tremendously favoured, especially for work-related travels.

2.2 CORPORATE RESPONSIBILITIES IN ROAD ACCIDENTS

When discussing the liability of the employer in the event of an accident, a distinction must be made between civil and criminal liability. Indeed, we speak of civil liability when the employee is the victim of an occupational disease or an accident at work (Cornell University, 2022). It is therefore the employer's civil liability which will be engaged most of the time and which will make it possible to repair the damage committed. But in the most dramatic cases, it is the criminal liability of the head of the company that is engaged. This is particularly the case when a serious offence has been committed in terms of safety at work. The legal sanctions then vary according to the nature of the damage and its consequences but remain very heavy when they come under the rules of the Criminal Code and the Labour Code (economie.gouv.fr, 2019)

In other words, accidents occurring at the workplace fall under the corporate responsibility category, but this raises the question as to where this responsibility starts and ends. According to the French law – article L411-1 and L411-2 of the “Code de la Sécurité Routière” (1985) any accident occurring during the travel from home to work and vice-versa is regarded as a corporate accident (legifrance.gouv.fr, 1985) and thus engages the responsibility of companies. This law adds a lot of pressure on companies to not only promote safety but actively ensure that their workers are safe, particularly when commuting by car.

Furthermore, this law also takes into consideration travels from the workplace to a restaurant or any other entity during the so-called “Lunch break”, resulting in even more concerns, and despite strict rules, this falls under the employer liability (gouv.public.fr, 2022).

Arguably, these laws have put in place a system that protects the employees and most likely enhances the quality of working conditions by promoting a safer working environment. On the other hand, this also leads to an increase in company needs for human resources procedures in order to comply and provide safety for their employees, resulting in an increase in their annual budget to comply and protect themselves from any legal actions. It could be argued that these measures should be put into place by governments, but as mentioned previously, the current driving license test are designed to provide people with basics, and assuming that they will respect the laws in place, it could be argued that some more in-depth training can only be beneficial.

2.3 EFFECTS OF ROAD SAFETY EDUCATION

The rate of accidentology failing to demonstrate an acceptable decline, despite the multiple lockdowns following the COVID-19 crisis, as well as the strengthening of the corporate responsibilities linked to it, only just highlight the importance of road safety education.

One of the most common fallacies when it comes to road accidents, is the belief that they are mostly linked to older drivers. Age being an obvious factor for this misconception as well as the difficulty of the driving test which has evolved with the years. Nonetheless, a study published by the European Commission (2021) states that people aged between 21 and 24 are two times more likely to die in a car accident, and drivers aged 18 to 21 are three times more likely to die in a car accident. The controversy raises an interesting dilemma, considering that this segment of the population has received the most up to date training and thus should be more prepared for these eventualities.

Another study from the Laboratoire des Science Numérique de Nantes and the Institut Méditerranéen des Métiers de la Longévité (2020) reveals that despite not always performing as well as young drivers when it comes to competencies and self-regulation practices, the elderly drivers managed to put in place compensatory strategies that reduced their risk of being injured and thus their rate of accidentology.

These concerns raise many red flags, as it questions both the efficacy of the driving license tests – *at least in Europe* – as well as the eventual need for further training throughout the years. Excluding previously mentioned factors, such as alcohol consumption which tends to be more of a problem for the younger drivers, it seems that everyone – both younger and older drivers – are subject to bad habits and a lack of a deeper knowledge when driving. For this reason, the growing interest of governments in road safety education comes with no surprise. In 2014, a study by Brijs K; et al. evaluated the effectiveness of a post license education program for young novice drivers and found out significant improvements in risk-related knowledge when assessing 366 participants, yet concluded that as good of a starting point as this assessment was, further attention is required to enhance driving skills.

Belgium isn't the only European country to come to this conclusion. A study from N; M.J.G.S.J.K.E.S (2006) demonstrated that a mandatory second phase driver training programme

raises awareness on a wide range of risks encountered, particularly for novice drivers. Another report by Vanessa Beanland *et al.* (2012) assessing both pre-license and post-license training, also found out that they resulted in more effective procedural skill acquisition.

2.4 THE GDE MATRIX

The previously mentioned increase of interest from governments to reduce accidentology has led to a surge of scientific research to not only find ways to prevent them, but also to understand the human behaviour behind it. In other words, some actions which could be classified as prevention can be undertaken on a physical level – by increasing the level of difficulty of driving classes post or pre-license – as well as on a psychological aspect.

M. Hatakka *et al.* (2002) formulated a conceptual model of driver training and education that has three goals: assessing what the drivers should master; defining which factors affect the learning process and finally finding out which methods are reliable. The findings were extremely interesting as they pointed out two main conclusions:

- The need to emphasise motivational aspects in driver education
- The need for pedagogical methods which should be re-evaluated

Researchers found out that current practices do not particularly emphasise drivers to be more respectful but instead, switching to more “active learning methods” and using “self-reflection”. In the context of SECU’ROAD, and to further enhance the quality of the training provided, it seems rational to include exercises reflected upon in this study. Each practical and theoretical training should be organised whilst keeping in mind the different sets of drivers’ behaviour, in order to provide a qualitative and meaningful training.

		Essential elements of driver training		
		Knowledge and skills	Risk-increasing factors	Self-evaluation
Hierarchical levels of driver behaviour	4. Personal characteristics, ambitions, and competencies	Lifestyle Peer group norms Personal values and norms	Sensation seeking Adapting to social pressure	Impulse control Risky tendencies Personal risky characteristics
	3. Trip-related context and considerations	Choice of route Estimated driving time Estimated urgency of the trip	Physiological condition of driver Social context and company in vehicle	Personal skills with regard to planning Typical risky motives when driving
	2. Mastery of traffic situations	Application of traffic rules Observation and use of signals Anticipation of events	Vulnerable road users Breaking traffic rules / unpredictable behaviour Information overload Difficult (road) conditions	Strengths and weaknesses regarding driving skills in traffic Personal driving style
	1. Basic vehicle control	Control of direction and position of car Technical aspects of the vehicle	Improper use of seatbelt, headrest, sitting position Under-pressure tyres	Strengths and weaknesses of basic vehicle control

Table 2.4: From control of the vehicle to personal self-control; broadening the perspectives to driver education

3. MARKET ANALYSIS

3.1. EXTERNAL ANALYSIS

To further understand the need for the concept, an external analysis needs to be undertaken, in order to establish the potential factors that can impact the business. Currently, commuting to work has a huge impact in the number of incidents that happen when driving.

This chapter will be investigating the commonly used frameworks: PESTEL, Porters Five Forces model (M. Porter's, 1980) to determine the external factors which may influence the business.

3.1.1 PESTEL

PESTEL, which stands for Political, Economical, Social, Technological, Environmental and Legal constraints is a framework created by Porter in the 1980's in order to assess the external issues that may influence a company, despite not having any control over them.

3.1.1.1 POLITICAL

The political situation in Europe as a whole, and particularly in France seems favourable to the launch of SECU'ROAD. As mentioned in our literature review, despite the recent pandemic which has considerably reduced the amount of people using their cars, the rate of accidentology is still increasing.

The French president Emmanuel Macron clearly indicated that reducing the death toll (nb: the rate of severe accidents) was part of his agenda (E. Macron, 2017) and thus we can expect that specific laws and reforms may be helpful. In other words, the current political constraints are playing in the favour of SECU'ROAD.

3.1.1.2 ECONOMICAL

As researched in our literature review, during the COVID-19 pandemic and the months that followed, the overall European economy did not seem to have suffered much. In fact, quite the opposite happened. Nonetheless, as of today, it seems that European countries are suffering a "late recession" (Roskopf, 2022). In fact, for the first time in decades, the exchange rate between

the dollar (\$) and the euro (€) has reached parity (Goodkind, 2022) which clearly indicates that the European Union is suffering from a late recession.

Additionally, the average inflation rate in Europe has considerably increased, threatening the purchasing power of consumers. Nonetheless, when looking at data from a larger perspective, there has not been any recession that has not been recovered from (Goodkind, 2022), and the tendency for France is rather positive. Furthermore, one could argue that in times of recession, economic opportunities may arise (Harvard Business Review, 2022) and in the case of SECU'ROAD business model, the collaboration with governments and subsidies reduce the overall economic threat.

3.1.1.3 SOCIAL

Statistics shows that despite the aforementioned pandemic, the overall socio-cultural environment has rapidly caught up from the previous years to reach an even higher peak (UNESCO, 2020). In fact, some studies (Zaveri, 2020) show that people are more eager to go out and partake in outdoor activities since the pandemic. This positive curb in the social environment can be extremely beneficial for business such as SECU'ROAD who rely on group activity and sometimes after-work schedules.

3.1.1.4 TECHNOLOGICAL

In 2022, technology is one of the most influential factors in company's growth and it has allowed smaller companies to overcome long lasting market leaders in a very short amount of time. Amongst these technological changes, SECU'ROAD will be positioning itself as a market innovator, including technologies such as virtual reality which will be explained further down. These technologies create a real competitive advantage and thus the technological threat is rather low.

3.1.1.5 ENVIRONMENTAL

Environmental factors also play an important role in the development of current and future companies. In accordance with the economic and political factors, companies are paying much

more attention to their environmental duties and more often than ever, companies tend to put environmental concerns on top of their agenda.

European carbon footprint goals have been set (European Commission, 2022), and aim to reduce the amount of pollution emitted but also raise awareness to more sustainable practices. Despite car still being the most popular way of transport (Statista, 2022), governments and companies are trying as hard as possible to reduce their usage, whether it is by improving public transports or simply by reducing the number of days an employee needs to be on-site (and thus drive to work). However, in less developed, or less easily accessible cities these solutions may not be adapted and thus, one of the most promising solutions as of now remains electric cars. As of now, more study needs to be concluded to fully understand the “environmental cost” of these vehicles, but they are clearly on the rise (European Environment Agency, 2022) and SECU’ROAD intends on using them.

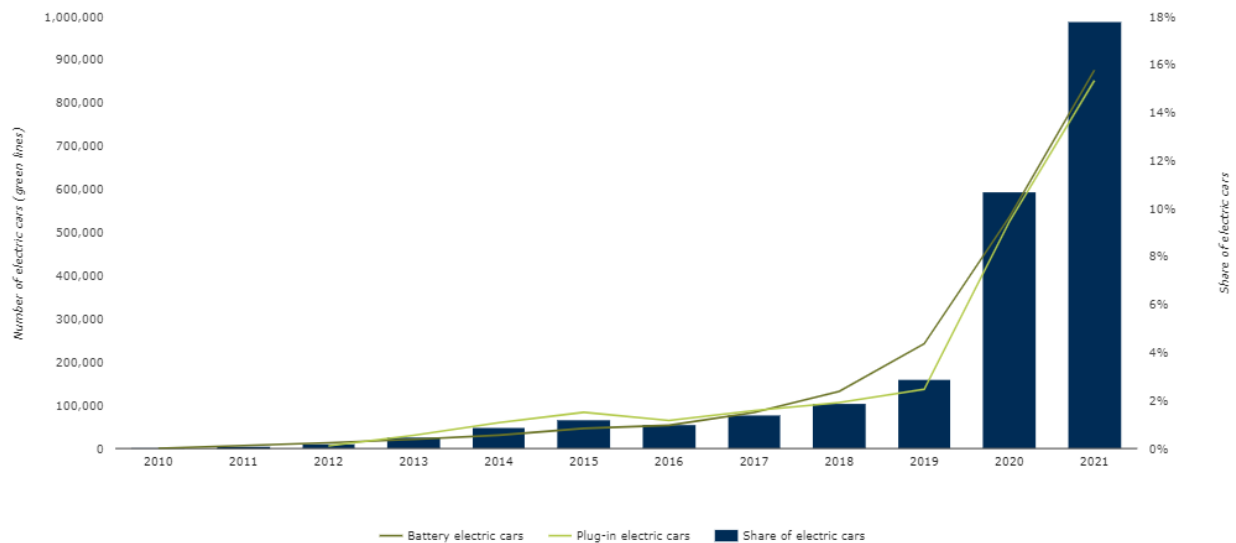


Figure 3.1.1: New registrations of electric cars, EU-27

3.1.1.6 LEGAL

Some discrepancy amongst countries in the European union make it harder to analyse it as a whole, but in France the legal factors that may impact externally SECU’ROAD reside mostly in its ability to provide financial support. As of today, the program called “Compte Personnel de Formation” (Service Public, 2022) allows anyone that has worked and thus contributed for at least

one month in France to get some relevant training for their current or soon to be positions. This legal framework makes it very advantageous for SECU'ROAD by providing a great incentive.

3.1.2 PORTER'S FIVE FORCES

To further reinforce the external analysis, Porter's Five Forces model will help understanding the driving forces of the business by measuring its attractiveness within the industry (Porter, 1980). Using a nominal scale from 1 to 5, the following forces will be assessed:

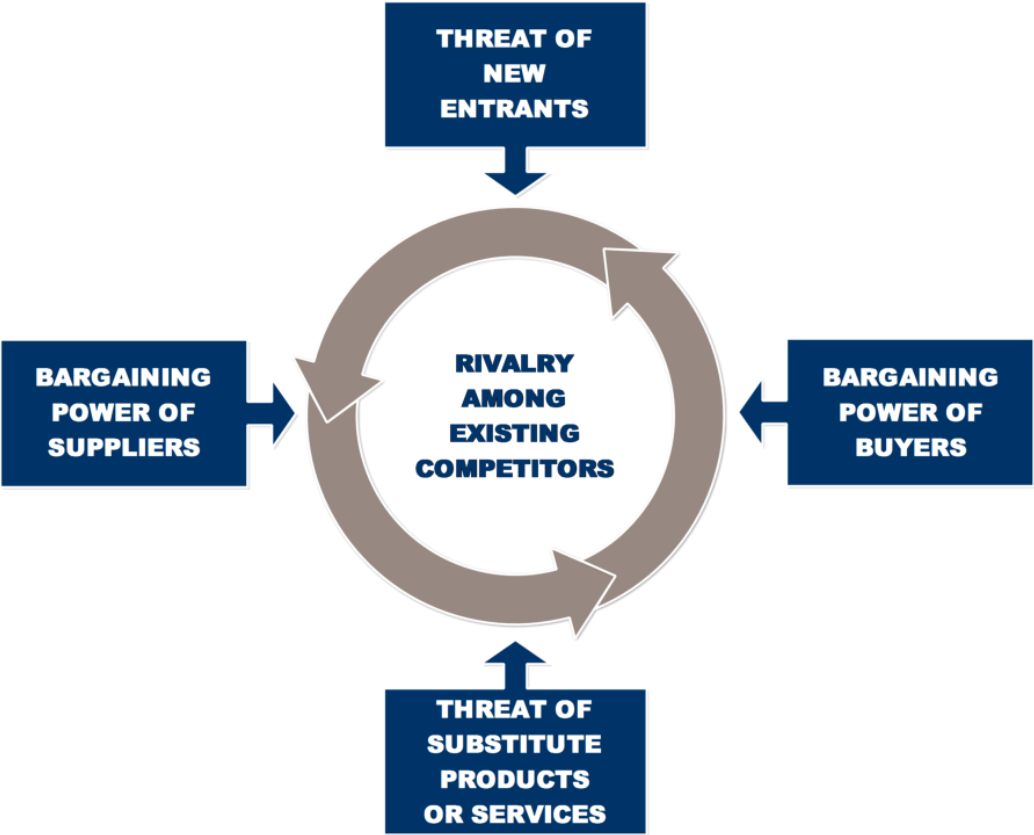


Figure 3.1.2: Michael Porter's Five Force's, 1980

3.1.2.1 COMPETITIVE RIVALRY

Arguably the most influential driving force when it comes to analysing external factors, SECU'ROAD benefits from an innovative business model that gives it an edge in the market. In fact, when most competitors are relying on costly fields and substantial security parameters,

SECU'ROAD has an edge in terms of these costs. The "EasyDrift" technology allows for cars to drive at a much lower speed, and thus requiring less space to operate as well as less expenses to make the area secure. Another important factor that differentiates the company from its competitors relies on the usage of electric vehicles. They consume no gas and thus reduce costs a lot, but also generates awareness in terms of environmental safety which can be an interesting competitive advantage. Furthermore, only a few competitors are present in the market, and most of them are owned by insurance companies which limits a lot their audience reach. All in all, despite an existing competition in the market, SECU'ROAD brings solid arguments to position itself in a good place.

3.1.2.2 BARGAINING POWER OF SUPPLIERS

Suppliers and the associated relationship with suppliers are of utmost importance to ensure the business is running properly. The aforementioned competitive advantages that is electric cars, requires manufacturers to be able to deliver in case of an emergency. This means that despite being able to offer "publicity" for safety on the roads, if manufacturers aren't willing to borrow cars or do not have available stock at the moment, a certain level of threat can be raised.

Furthermore, "EasyDrift technology" being only a relatively new start-up, could also be problematic when it comes to stock management. For this reason, the bargaining power of suppliers is rather threatening.

3.1.2.3 BARGAINING POWER OF CUSTOMERS

With the current operating model, the bargaining power of customers shows a level of threat rather low. With the government funding the training, and the insurances offering a reduced fair to the customers taking part in the training, there are clear incentives for customers to partake.

Furthermore, the French roads have an estimated 43 679 000 vehicles in services which, combined with the previously mentioned advantages, creates a really wide pool of customers. For this reason, the bargaining power of customers is really low.

3.1.2.4 THREAT OF NEW ENTRANTS

Two important factors come into consideration when analysing the threat of new entrants. Firstly, the “EasyDrift technology” is a rather unique concept, and despite not being commonly used in driving schools, there is a high probability that this company would partnership with competitors, unless an exclusivity deal is contracted.

Nonetheless, SECU’ROAD’s intention on using a virtual reality software for its theoretical training, which comes with a rather high cost of development, highly reduces the threat of new entrants, as it will take both time and cost money to develop. This difficulty to reciprocate the technology, along the threat of the main supplier making deals with other company makes the threat of new entrants medium.

3.1.2.5 THREAT OF SUBSTITUTES

Since the main competitive advantage from this business stems from its innovation as well as it’s suppliers, and that there is currently no other alternative, the threat of substitute is relatively low. One eventuality would be that the government decides to take the matter in their own hands and provide this type of service to the population.

Nonetheless, this also creates a potential opportunity of selling the solution to the government or working hands in hands in order to both profit from it and provide a more thoughtful solution.

3.1.3 OPPORTUNITIES AND THREAT

After analysing the impact of stakeholders as well as the overall external factors that influence the industry, it is now essential to look into and identify the possible threats and opportunities that to SECU’ROAD.

3.1.3.1 OPPORTUNITIES :

- Growing population – *thus drivers* – as well as extended longevity
- Increasing amounts of accidents on the road
- Overall growth concerns about workers safety and general compliance for companies
- Competition is rather limited
- Innovation in the product delivery

3.1.3.2 THREATS :

- Current market players have already established brand recognition
- Governments could implement similar solution as part of driving license requirement
- Increasing availability to public transports
- Reduced accessibility to cars in urban areas

3.2 INTERNAL ANALYSIS

Despite the popular opinion that the analysis of external factors are detrimental for a business, it could be argued that in today fast pace world, the internal analysis of a company is much more valuable. For this reason, we will be looking into the strengths and weaknesses of this concept as well as it's internal resources and capabilities using the VRIO model. Furthermore, a competitive analysis of the main competitor will be undertaken, and a business model canvas will be provided in order to to

3.2.1 VRIO FRAMEWORK

The VRIO framework helps organizations identify and protect both their resources and capabilities so that they can keep a long-term competitive advantage.

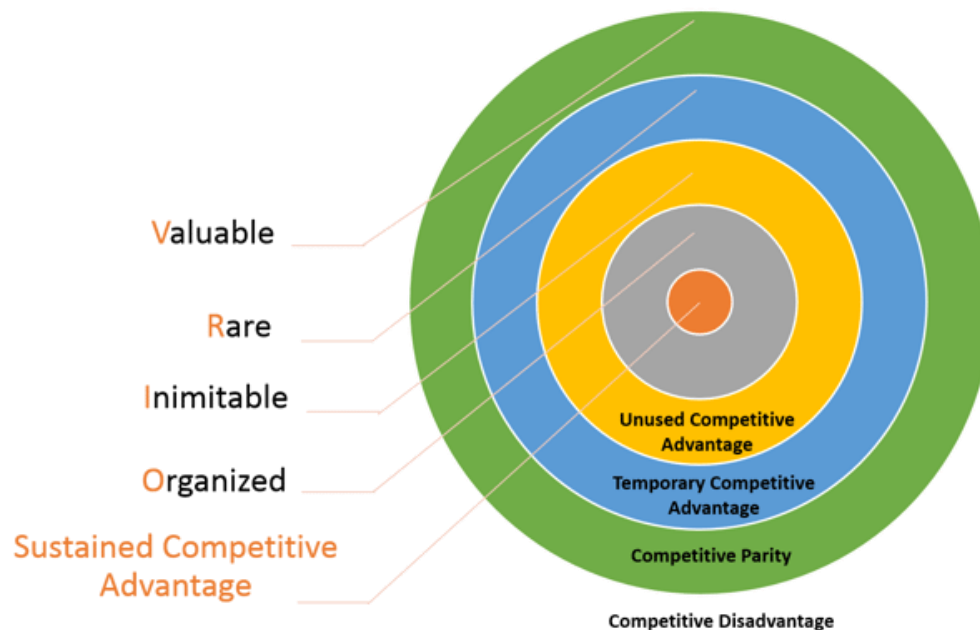


Figure 3.2.1 : Michael Goggin on Clear Point Strategy, 2022

A resource-based view of SECU'ROAD has been dissected below, allowing to understand which resources are considered to be the most valuable company features.

Ressource/Capability	Valuable	Rare	Inimitable	Organised	Competitive advantage
Virtual reality technology	Yes	Yes	Yes	Yes	Sustainable competitive advantage
EasyDrift technology	Yes	Yes	Yes	Yes	Sustainable competitive advantage
Dedicated training team	Yes	No	Yes	Yes	Unused competitive advantage
Government support	Yes	Yes	No	No	Parity
Insurance discount	Yes	No	No	Yes	Parity

Table 3.2.1: VRIO Framework Table

Below is a breakdown of all the resources listed above and the competitive advantage that they may or not provide to the company:

- Virtual Reality Technology:** This one is by far the most sustainable competitive advantage that is provided by the company. As of today, most competitors still rely on old-school methods to provide theoretical practice. SECU'ROAD seeks to immerse its customers in a virtual world where it is possible to simulate dangerous situations and even fatal accidents in a 100% safe space. For each practical classes that will be delivered, a complementary virtual reality exercise will be practiced.
- EasyDrift Technology:** This instrument allows users to simulate drifting situations and accidents that normally occur at very high speeds in much safer conditions. Among other

things, this technology reduces by 90% the speed needed to put a vehicle out of control. Thanks to this technology, we can not only reproduce dangerous situations at a reduced speed, but also greatly reduce the space needed to do so. Although it will be difficult to obtain exclusivity on this product, the fact that it is a start-up, and that their primary market is the cinema, makes this resource more than competitive.

- **Dedicated Training Team:** Human resources remain one of the pillars for a company that wishes to prosper. In the case of SECU'ROAD, it is a resource that brings a lot of value because each member will have to follow a specific training to be able to pilot with the technology mentioned above (EasyDrift). However, it is difficult to assume that this resource is "scarce" since the only prerequisite is to be a professional driving trainer. Therefore, this is a medium value-added resource.
- **Government Support:** Government accreditation of training organisations is a high-value resource. Indeed, this accreditation will allow future clients to be reimbursed/covered at 100% by the state. However, this accreditation is available to anyone who wishes to deliver value-added training. Therefore, although it is extremely interesting, it is also very easily imitable, and its structure can be modified at any time.
- **Insurance Discount:** The insurance business model is based on the investment of the fees they collect. Today, for obvious reasons, insurers need to keep a minimum of collateral to be able to pay for their accidents. By putting forward the improvement of a person's driving skills, and therefore of road safety, it is possible today to get a 5 to 10% discount from insurers for their clients who participate in road safety training. However, this benefit can be easily awarded and is not rare either. Therefore, the competitive advantage is interesting but not sustainable.

3.2.2 STRENGTHS AND WEAKNESSES

Before digging into a competitive analysis, it seems coherent to analyse the internal strengths and weaknesses that can potentially arise from this venture.

Strength:

- Intellectual property on VR software
- Unique and innovative service (not been done before)
- Provides company (customers) both a safety and teambuilding training
- Difficult to imitate

Weaknesses:

- Scaling may be difficult (limited space and high starting cost)
- Administrative paperwork that can take time for companies
- Training staff to get acquainted with VR and EasyDrift technology.

3.3 COMPETITIVE ANALYSIS

After reviewing both the external and internal factors that may impact the venture, it seems relevant to analyse the most influential competitor in the market: CENTAURE.

3.3.1 BUSINESS CASE: CENTAURE

Centaure is a franchise dedicated to corporate social responsibilities, that aims to raise awareness regarding the risks that can occur when driving, as well as the possible improvement in terms of the environmental impact of drivers.

As of today, Centaure is already implemented in 12 locations in France, offering various road safety related products. They are owned by the insurance company "Groupama".

3.3.2 STRUCTURE OF COMPETITOR

Centaure is a road safety training centre franchise. There are currently 12 centres in mainland France, with:

- Size: 3 to 5 hectares of land
- 1 central building at the heart of the site
- 3 exercise areas: straight line, bend, and slope

- 3 to 4 training rooms with video projector
- A fleet of 14-16 vehicles
- A technical control

The government supports the quality of training undertaken, however they do not offer public support as is the case with SECU'ROAD. Nonetheless, Centaure Association has made partnership with GROUPAMA, one of the leaders in the insurances in France, which helps with:

- The provision of information and communication media,
- The contribution to the internal or external training programmes of the Centaure training centres.

3.3.3 TYPES OF TRAINING

- Company training: prevention course
- Training for private individuals: prevention course + points recovery course
- Training for Groupama policyholders: 10% discount on the insurance premium

3.3.4 PRICES AND TIMETABLE

- Rates: 195€ - 203€ for Saturdays
- Promotion: 108€ on Saturdays valid for 6 months and 150€ valid for 1 year
- Schedule: 8.30am - 4.30pm or 8.45am - 5pm
- Time behind the wheel: between 50 and 70% of the time, i.e. approximately 3 hours

3.3.5 PRODUCT DEVELOPMENT STRATEGY

A mobile application "Centaure360" allowing to play 360° videos and to have access to augmented reality situation. Augmented reality situation is similar to virtual reality situation, with the exception that the user cannot control anything with the app, thus making it much less interactive than the solution provided by SECU'ROAD. However, they do offer:

- A website with an online reservation request module
- Online courses: revision quizzes
- Video puzzles
- Our video advice files

3.3.6 MARKETING

Communication:

- Mostly from word of mouth descending from their insurance companies
- Other social networks Facebook, LinkedIn, YouTube, Viadeo, Twitter

Partnership:

- Groupama
- ASFA : « Association Professionnelle du Secteur des Concessionnaires et Exploitants

4. BUSINESS PLAN OBJECTIVE

4.1 MISSION, VISION, VALUES

For most companies to succeed, or at least avoid failure, it is very important to emphasise on the three statements that are mission, vision, and values.

The mission of an organization is to help its employees achieve their goals. The vision sets out what the organization wants to be, and the values reflect what the organization believes in.

These statements help everyone working within the organization to know what they should work towards. In other words, the mission statement is about the purpose of the organization. On the other side, the vision statement provides a snapshot of what the company hopes to be doing in the future. Finally, the values statement explains the principles and ethics that guide the organization. In summary, these statements tell the organization what to do to make money and help it stay profitable.

Mission: “To help people become more virtuous and make our roads safer.

Vision: “To make cars the safest form of transport”

Values: “To create awareness amongst our community and help each other to make our roads a better place”

5. IMPLEMENTATION POLICIES

In this chapter, we will analyse some of the implementation factors necessary for the successful development of SECU'ROAD. To do so, we will first evaluate good marketing practices, taking into account segmentation, positioning and target. Then we will analyse the technological and organisational means necessary to put in place. Finally, we will look at the financial resources necessary before carrying out a more in-depth analysis.

5.1 MARKETING

Although the company can rely heavily on word of mouth, due to its business model which allows its customers to be fully reimbursed by the government, it is necessary for any start-up to carry out marketing campaigns in order to establish recognition and maintain its image.

One of the strong points of SECU'ROAD is that it promotes drivers' awareness and therefore a lot of material are already available in order to communicate effectively.

5.1.1 BRAND AND IMAGE

It is well known that a logo can convey a strong message, and this obviously involves the choice of the font, its design, but especially the colours associated with it. But beyond conveying a strong message, a logo is above all an effective mean of ensuring recognition.

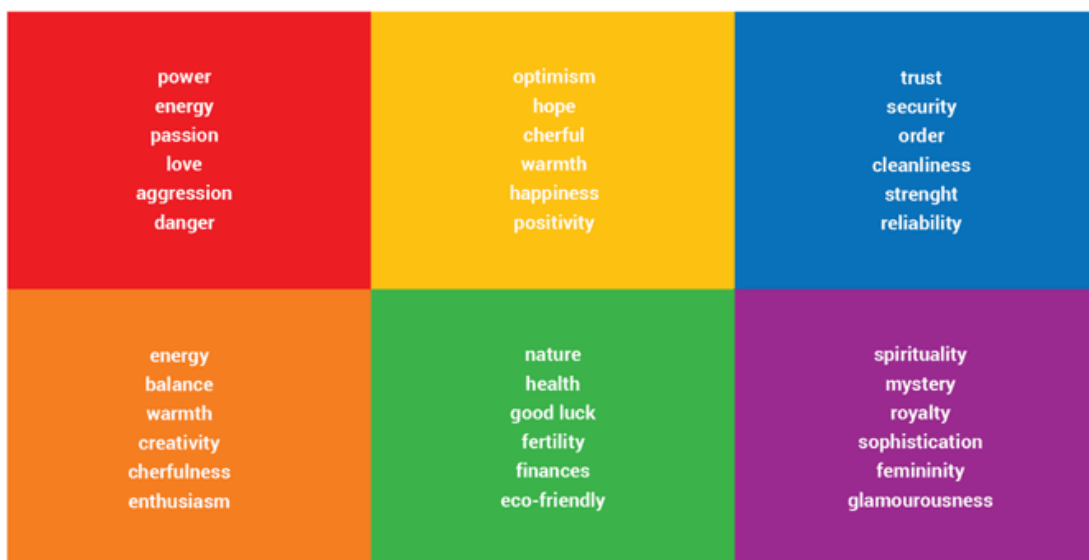


FIGURE 5.1.1.1: The Psychology of Colors in Marketing, 2022

Today, the “Sécurité Routière” has already set a standard in this area. Indeed, the French road safety logo (see figure below) uses yellow in order to give a positive, optimistic image as indicated.



FIGURE 5.1.1.2: Sécurité Routière logo #1, 2022



FIGURE 5.1.1.3: Sécurité Routière logo #2, 2022

5.1.2 SEGMENTING & TARGETING

Because of its official government training status, it is clear that SECU'ROAD's main customers will be company employees. However, it is not necessary for the employees to use his vehicle during their working hours in order to benefit from the government subsidy.

Secondly, it should be considered that some companies do not particularly need the subsidy to enrol their employees in the training. Some individuals may be interested in perfecting their driving skills voluntarily or simply would like to offer the training to their relatives.

Geographic segmentation:

- Companies in Europe
- Focusing on French market as a subsidy is provided

Demographic segmentation:

- Males and females
- Anyone with a driving license
- Employed or previously employed for a minimum of 3 months

Psychographic & Behavioural segmentation

- All social classes
- People seeking to improve theirs and others safety
- Interested in cars and drivers' behaviours.

By taking up the elements that have been analysed in our segmentation, it is possible to summarise the target:

Criteria	Variable	Target
Geographic	Primary Location	France
	Secondary Location	Europe
Demographic	Gender	Men and women
	Age	From 18 years old
	Employment status	Employed or recently employed
Psychographic & Behavioural	Social classes	Any
	Improve safety on road	Responsible drivers

Table 5.1.2: Segmenting & Targeting

5.1.3 POSITIONNING

Regarding positioning, the market is relatively small due to the cost of launch and the cost of infrastructure, but the main players in France have been categorized in a matrix below.

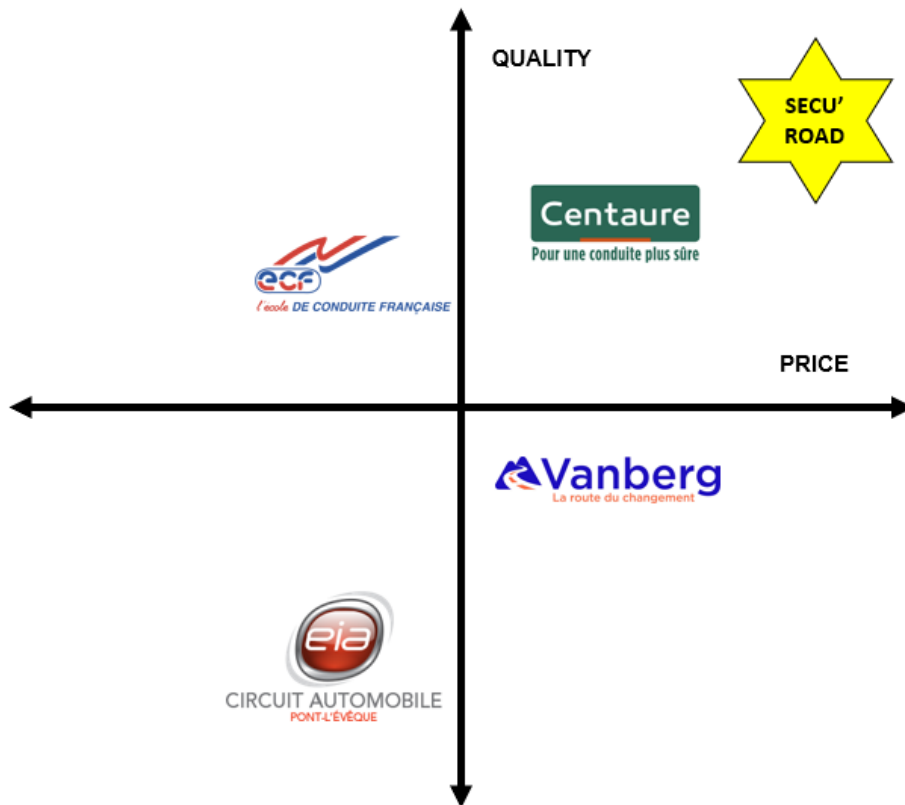


Table 5.1.3: Positioning

5.2 TECHNOLOGY

Beyond the technology related to social networks and other communication platforms, the real added value in terms of technology lies in the development of a virtual reality platform.

5.2.1 VIRTUAL REALITY BREAKDOWN

The virtual reality modules will be integrated into the training day, for the theoretical part. The first step is a simple analysis to compare the products available on the market. Below is a chart of the three main virtual reality solutions available in the market.

Peripherals	Type of tracking		Graphics realism	Navigation accuracy	Mobility/ Ease of installation
Gear VR	Spherical Fixed		***	***	*****
Oculus Rift	Complete		*****	***	***
HTC Vive	Complete		*****	*****	***

Table 5.2.1: Comparison of Available Products

In order to deliver a sharp training and to generate a real added value to this training, it goes without saying that the main characteristic remains the graphic realism followed by the navigation accuracy. It could be argued that the mobility and ease of installation is not as relevant since the training will be done on site. Nonetheless, the possibility of having customers try out the solution directly in their offices remains interesting in the future, and thus mobility may become an important factor.

LIST OF MODULES TO BE DEVELOPED

Module 1: Stopping Distance

- Environment: Straight 2x2 lane road
- Scenario: At free speed, the trainee is driving in a straight line. An event/danger occurs. 4 events are randomly selected at each execution of the module:
 - Box falling from a truck in front of the driver
 - Heavy slowing of vehicles in front of the driver
 - Truck swerving to avoid a car stopped in front of the driver
 - Dog crossing the road
 - Rolling time: between 40 s and 1 minute
 - Constraint: give the user a chance to avoid an accident.
- Trainee interaction: The trainee should drive normally until the event occurs.
- Indicator(s): Reaction time (time between event and start of braking), stopping distance, distance travelled during reaction time.

Module 2: Attention deficit

- Environment: Urban environment
- Scenario: A triggering event (phone beeps, phone rings, other) diverts the driver's attention. When the program detects that the driver's attention is diverted, the program creates an accident with the trainee's vehicle.
 - If the chosen VR device allows for screen feedback, this feedback should be hidden from other trainees so that the surprise effect is maintained for subsequent trainees.
- Trainee interaction: The trainee should drive normally.
- Indicator(s) : No indicator

Module 3: Knowing where to look

- Environment: Winding road
- Scenario: This module is divided into 3 steps.
 - Step 1: Tutorial requiring the trainee to turn his/her head to look at landmarks displayed in the virtual world
 - Step 2: Without landmarks, the trainee repeats the course by following the road. The head movements are then analysed.
 - Step 3: The trainee repeats the course. This time, landmarks are displayed on the road to show the trainee where to look.
 - Riding time: 1.5m for all 3 stages
- Trainee interaction: The trainee has to drive following the landmarks with his eyes (head movement) when they appear.
- Indicator(s): Percentage of time in stage 2 that the trainee's head is oriented correctly.

Module 4: Field of vision

- Environment: Straight 2x2 lane road
- Scenario: This module is divided into 3 stages.
 - Stage 1: The trainee drives at 40 km/h
 - Stage 2: Trainee drives at 70 km/h

- Stage 3: The trainee drives at 110 km/h
 - The application asks the trainee to drive at the desired speed.
 - The higher the speed, the more the trainee's field of vision is restricted by a peripheral blur effect. The driving time of each stage is 20 seconds.
 - During the 3 runs, the trainee will have to count landmark objects placed (random number per trainee) on the side of the road. At the end of each leg, the trainee will indicate how many landmark objects he/she has seen.
 - The higher the speed, the less stable the vehicle will be.
- Trainee interaction: The trainee should drive and report the number of landmark objects he/she has counted.
 - Indicator(s): Percentage of objects seen per stage.

Module 5: Eco-driving

- Environment: 2 traffic lights, a roundabout and an acceleration lane/ramp. The setting of this module should encourage braking and then accelerating again.
- Scenario: The trainee must drive in the environment applying the eco-driving recommendations.
 - Driving time: 45 seconds to 1 minute
 - The goal is to recover the consumption of fuel (data) generated by this module.
- Trainee interaction: Driving in the environment
- Indicator(s): Number of litres of fuel / 100 of the route.

Module 6: Pre-route visit.

- Environment : Car at a standstill in a private car park type environment.
- Scenario: The trainee must detect a random number of faults on his vehicle before driving off. This detection must be done in a limited time (1 minute) by a countdown. Possible faults:
 - Deflated tyre
 - Tyre cherry

- Damaged rim
 - Oil puddle under the car
 - Impact on windscreen
 - Broken rear view mirror.
- Trainee interaction: The trainee moves, standing, around the vehicle. He/she uses the HTC Vive controllers to identify safety failure points.
- Indicator(s): Percentage of failure points found by the trainee.

6. FINANCIAL EVALUATION

Following the operational assumptions in the previous chapters, one of the most important components of a business plan reside in its financial projections. The estimated global budget and projected revenue forecast allows for potential investors and financial counterparts to fund or unlock cash to start the venture. In order to remain reliable, each section will be composed of a 5-year projection, based on rational assumptions.

6.1 REVENUE HYPOTHESIS

In table 6, the assumptions are set out for the training part, with 8 people per sessions being the target at an average price of €350 per person. The estimated amount of sessions per week will be of 2 in Year 1. This number should be increasing, reaching 4 by year 5. This means that the assumption considers that in Year 1, with less engagement, marketing, and being a new product, there will only be 40% occupancy. By Year 5, the estimation increase to 80%.

Revenue Hypothesis (excl. tax)	Year 1	Year 2	Year 3	Year 4	Year 5
Amount of people / session	8	8	8	8	8
Average price of session / person	350 €	350 €	350 €	350 €	350 €
Amount of cars	2	2	2	2	2
Amount of session / week	2	3	4	4	4
Average hours / session	7.5	7.5	7.5	7.5	7.5
Hours of theoretical training / session	2	2	2	2	2
Hours of practical training / session	4	4	4	4	4
Break time / session	1.5	1.5	1.5	1.5	1.5
Amount of working weeks / year	40	40	40	40	40

Table 6.1.1: Revenue Hypothesis Business

The leisure activity table 7 will be a secondary source of revenue as the estimations in terms of occupancy rate are much lower. In fact, this activity will be run at night – when training is over – thus only 35% of it's maximum capacity is forecasted for Year 1, reaching 75% by Year 5. In addition, the average price per session (excluding VAT) will therefore be growing as the cost of goods are increasing due to higher occupancy rate.

Revenue Hypothesis (excl. tax)	Year 1	Year 2	Year 3	Year 4	Year 5
Amount of session / week	91	91	91	91	91
Amount of working weeks / year	40	40	40	40	40
Occupancy Rate	35%	45%	55%	65%	75%
Duration of a session (per hour)	0.33	0.33	0.33	0.33	0.33
Average price / session (without VAT)	46 €	46 €	48 €	48 €	51 €
Full time employee(s)	1	1	1	1	1
Cost of employee(s)	27,000 €	27,000 €	27,000 €	27,000 €	27,000 €
Cost of product (easydrift)	28,311 €	36,400 €	44,489 €	52,578 €	60,667 €

Table 6.1.2: Revenue Hypothesis Leisure

6.2 EXPENSES HYPOTHESIS

To further support our hypothesis, an average cost per hour has been calculated. This will allow for the business to really be as accurate as possible when trying to understand where our costs come from and determine precisely how much will be required for the business to sustain. To calculate this, it is estimated that the venture will be consuming about 15L of gas per hour, at an estimated cost €1.40/liter at that time. The rent, the hourly wage per instructor and the car maintenance fees give us an estimated €63.7 per hour.

Expenses Hypothesis (excl. tax)	Year 1	Year 2	Year 3	Year 4	Year 5
Duration of EasyDrift rings	25	25	25	25	25
Price of EasyDrift	400 €	400 €	400 €	400 €	400 €
Gas consumption / hour	15	15	15	15	15
Price of gas / liter	1.40 €	1.40 €	1.40 €	1.40 €	1.40 €
Price of rent / month	4,000 €	4,000 €	4,000 €	4,000 €	4,000 €
Hourly wage / instructor	27 €	27 €	27 €	27 €	27 €
Car maintenance	1,500 €	1,500 €	1,500 €	1,500 €	1,500 €
Car depreciation / hour	- €	- €	- €	- €	- €
Average costs per hour	63.7 €	63.7 €	63.7 €	63.7 €	63.7 €

Table 6.2: Expenses Hypothesis

6.3 FINANCING PLAN – INVESTMENTS

After looking at the expenses, the second part of this financial report will look into the investment side. Initially, a new asphalt coating investment was thought of, but left out since the space should be rented (see figure 11.2). For the cars, the goal of this project is to promote security on the roads, and arguably, making a deal with car manufacturers could be easily negotiated. Despite

relatively low cost of marketing, and other miscellaneous investments, the main asset that will be acquired is the “Virtual Reality”.

Investments	Quantity	Total (without VAT)	Years of depreciation	Year 1	Year 2	Year 3	Year 4	Year 5
Asphalt coating	6500m2	- €	10	- €	- €	- €	- €	- €
Cars	2	- €	5	- €	- €	- €	- €	- €
Van	0	- €	5	- €	- €	- €	- €	- €
Day to day marketing	2	2,000 €	5	400 €	400 €	400 €	400 €	400 €
Outdoor		6,500 €	5	1,300 €	1,300 €	1,300 €	1,300 €	1,300 €
Website		2,500 €	5	500 €	500 €	500 €	500 €	500 €
Other		5,000 €	3	1,667 €	1,667 €	1,667 €		
Indoor		6,500 €	3	2,167 €	2,167 €	2,167 €		
Virtual Reality Project		44,200 €	7	6,314 €	6,314 €	6,314 €	6,314 €	6,314 €
		66,700 €		12,348 €	12,348 €	12,348 €	8,514 €	8,514 €

Table 6.3: Financing Plan

6.4 INCOME STATEMENT

One of the important things when looking at income statements lies on the company capabilities to increase it's margin rate in a given period. In the case of “SECU'ROAD”, and as mentioned before, one of the biggest cost lies in its infrastructure. To operate, the business would need a rather big space – estimated 6500m² – resulting in a cost of 62,135€ in Year 1. This cost will be increasing as a small fee of 0.5% of the total turnover will be taken into consideration every year for maintenance purposes.

It is estimated that to make it effective, despite only having 8 people per session, the business will require two employees full time, working an average of 7.5 hours per day on a basis of 40 weeks per year. Since we estimated only 2 sessions per week in Year 1, the total cost of employees would initially be 40,538€. This number will rise to 81,077€ as the business expects to have more session per week (see above) by Year 5. Finally, the price of gas will also grow in accordance to the amount of sessions provided, hence the relatively high cost.

Income Statement	Year	Year 2	Year 3	Year 4	Year 5
Revenue from training	224,000 €	336,000 €	448,000 €	448,000 €	448,000 €
Revenue from leisure	58,710 €	75,484 €	96,871 €	114,484 €	138,702 €
CA	282,710 €	411,484 €	544,871 €	562,484 €	586,702 €
Employees training	- 40,538 €	- 60,808 €	- 81,077 €	- 81,077 €	- 81,077 €
Employee leisure	- 27,000 €	- 27,000 €	- 27,000 €	- 27,000 €	- 27,000 €
Insurance	- 1,500 €	- 1,500 €	- 1,500 €	- 1,500 €	- 1,500 €
Petrol/Gas	- 17,472 €	- 26,208 €	- 34,944 €	- 34,944 €	- 34,944 €
EasyDrift Rings	- 38,551 €	- 51,760 €	- 64,969 €	- 73,058 €	- 81,147 €
Rental contract	- 62,135 €	- 68,574 €	- 75,244 €	- 76,124 €	- 77,335 €
Car maintenance	- 3,000 €	- 3,000 €	- 3,000 €	- 3,000 €	- 3,000 €
Marketing	- 4,000 €	- 4,000 €	- 4,000 €	- 4,000 €	- 4,000 €
Accounting/Lawyer fees	- 1,000 €	- 1,000 €	- 1,000 €	- 1,000 €	- 1,000 €
Other	- 7,000 €	- 7,000 €	- 7,000 €	- 7,000 €	- 7,000 €
Total expenses	- 202,197 €	- 250,850 €	- 299,733 €	- 308,703 €	- 318,003 €
EBITDA	80,513 €	160,634 €	245,138 €	253,781 €	268,699 €
<i>Margin rate</i>	<i>35.9%</i>	<i>47.8%</i>	<i>54.7%</i>	<i>56.6%</i>	<i>60.0%</i>
Depreciation	- 12,348 €	- 12,348 €	- 12,348 €	- 8,514 €	- 8,514 €
EBIT	68,165 €	148,286 €	232,790 €	245,267 €	260,185 €
<i>Margin rate</i>	<i>30.4%</i>	<i>44.1%</i>	<i>52.0%</i>	<i>54.7%</i>	<i>58.1%</i>
Interest on Loan	-1,185	-691	-187	326	1,925
IS	- 16,127 €	- 42,667 €	- 70,664 €	- 74,651 €	- 79,091 €
Net Income	50,853 €	104,929 €	161,939 €	170,942 €	183,020 €
<i>Margin rate</i>	<i>22.7%</i>	<i>46.8%</i>	<i>72.3%</i>	<i>76.3%</i>	<i>81.7%</i>
Self-financing capacities	63,201 €	117,277 €	174,287 €	179,456 €	191,534 €

Table 6.4: Income Statement

6.5 CASH FLOW STATEMENT

An entity's cash flow statement contains important data. It displays the flow of cash in and out of the business. It helps owners and investors in comprehending how much cash the entity will be generating and spending. Below is a table that helps sum up the closing cash position at the end of each years. Since the infrastructure will be rented our depreciation and provisions costs are relatively low as opposed to what it would be if we were to acquire the venue.

Cash Flow Table	Year 1	Year 2	Year 3	Year 4	Year 5
Cash flow from operations					
Net income of integrated companies	50,853	104,929	161,939	170,942	183,020
Elimination of non-cash or non-operational income and expenses :					
- Depreciation and provisions (1)	12,348	12,348	12,348	8,514	8,514
- Change in deferred taxes (IS and VAT)					
- Capital gains on disposal					
Gross margin on self-financing	63,201	117,277	174,287	179,456	191,534
Dividends received from companies accounted for using the equity method					
Change in working capital requirements related to operations (2)	-6,222	-3,111	-9,333	-3,111	-9,333
Net cash flow from operating activities	56,979	114,166	164,954	176,345	182,200
Cash flows from investing activities					
Acquisition of fixed assets	0	0	0	0	0
Disposal of fixed assets, net of tax					
Impact of changes in the scope of consolidation (3)					
Net cash flow from investing activities	0	0	0	0	0
Cash flow from financing activities					
Dividends paid to shareholders of the parent company					
Dividends paid to minority shareholders of consolidated companies					
Capital increases in cash					
Borrowing issues					
Loan repayments	-27,200	-27,200	-27,200	-27,200	-27,200
Net cash flow from financing activities	-27,200	-27,200	-27,200	-27,200	-27,200
Change in cash flow	29,779	86,966	137,754	149,145	155,001
Opening cash flow	6,670	36,449	123,415	261,169	410,314
Closing cash position	36,449	123,415	261,169	410,314	565,315

Table 6.5: Cash Flow Statement

6.6 DEBTS

In the event that the project doesn't attract potential investors, one other way of financing the venture would be to ask for a loan from a financial institution. Since our total investments is around 66,700€ (Table 6.3) and we estimate that at least 10% of this amount will be required for our working capital, then we can assume that the business should seek out a total of 73,370€ in the first year.

Need	
Investments	66,700 €
Working Capital	6,670 €
Total	73,370 €

Table 6.6.1: Need for Investment

However, in order to ask for a loan, we estimate that a 15% contribution – capital brought by the company – would be required, totalling 11,006€ for a loan of 62,365€.

Ressources	
Contribution	11,006 €
Loan	62,365 €
Total	73,370 €

Table 6.6.2: Ressources for Investement

For this project to be accepted by banks, it has been decided that the total loan duration should not exceed 7 years, with the numbers calculated by in the financial statements, it is believed an interest rate of 1.90% would be easily affordable. Below is a sum of our yearly debts and leverage capacity :

Year	Outstanding at end of period	Principal	Interest	P+I	Self-financing capacity	Leverage
1	36,350	26,015	1,185	27,200	63,201	0.4x
2	9,841	26,509	691	27,200	117,277	0.2x
3	-17,172	27,013	187	27,200	174,287	0.2x
4	-44,698	27,526	-326	27,200	179,456	0.2x
5	-72,747	28,049	-849	27,200	191,534	0.1x

Table 6.6.3: Debt Estimations #1

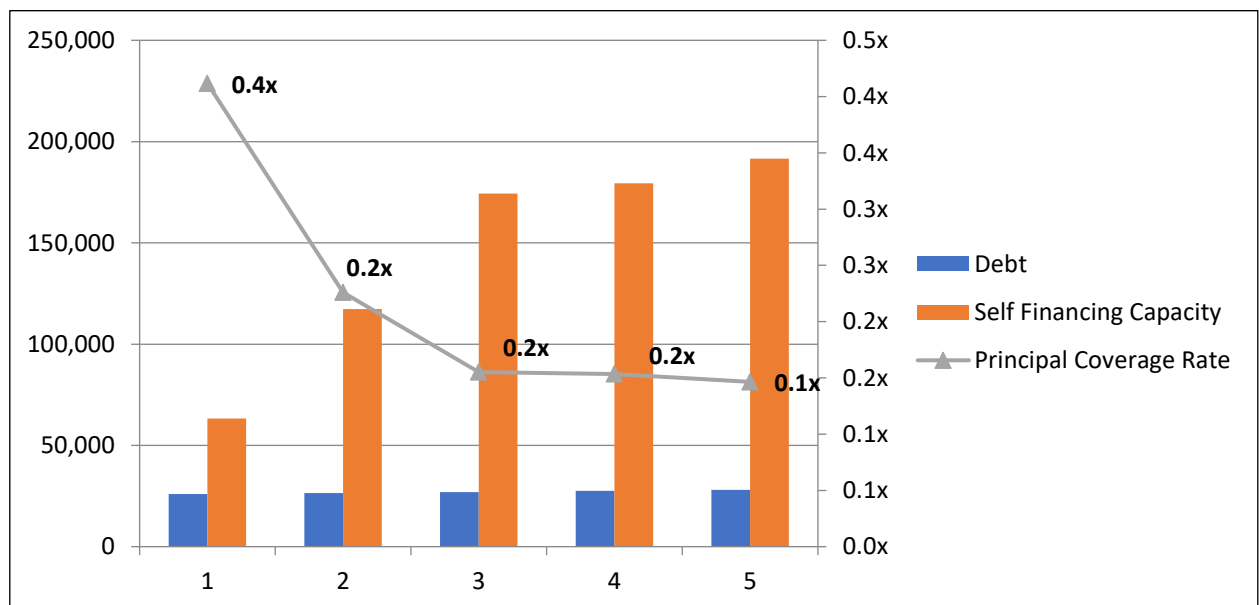


Table 6.6.4: Debt Estimations #2

7. CONCLUSION

In conclusion, the solution that SECU'ROAD seeks to propose is a win-win solution for all stakeholders. Indeed, although you have to be or have been an employee to be able to benefit from this training free of charge, the interest for companies is significant.

First of all, 100% of the costs are covered by the state. Secondly, a full day of driving awareness training for their employees, which, in addition to improving their driving skills, allows them to have a day of teambuilding. With the health crisis starting to improve, and, as we have seen, the population being even more socially committed than before, it is clear that SECU'ROAD has come up with a product that will appeal.

The deployment of this solution remains for the moment a deployment for a single site, however, in the future, the objective would be to create a franchise to develop more centres and come to challenge the main competitor: Centaure.

Furthermore, the financial analysis demonstrated in the previous chapter indicates that the business only requires 73,370€, of which 85% will be loan from a bank in order to get setup. In accordance with the debt estimations, the cash flow projected, and the margins rate which are increasing throughout the time, we can see that our principal coverage rate meets the threshold of the self-financing capacity by Year 2, making the business really profitable by year 3 with a net income of 161,939€ thanks to a closing cash position in Year 2 of 123,415€.

There are some limitations that may hinder this product, such as the fact that some countries are trying to reduce road traffic or offer public transport solutions. Although SECU'ROAD is perfectly in line with this vision, the fact remains that today - as we have studied - the car remains the main means of transport for the majority of French people, and therefore, it is likely that this need will be a long-term one.

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