



Business Plan

Lecture: Business Administration
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1. Executive summary

The founder of the tamyca GmbH pursue the vision to design the individual mobility in a complete new way. There are around 50 mio cars in Germany being a non used mobility resource. Each of this cars are averaged used just one hour per day. The propability to occupy these autocars in a more efficient way and give not only the owner an additional benefit is the ambition of the concept of tamyca. To gain this enterprise the tamyca GmbH was launched in Hamburg. tamyca operates since 11/11/2010 an internetbased peer-to-peer carsharing platform where privates are able to lease their cars to another privat person. Currently there are over 120 cars for over 500 users availabel yet.

tamyca is pooling reliable owners an save drivers together and supply furthermore a tailored insurance coverage. This novel concept connects the benefits of the conventianly carsharing with the oportunity for deploy not proper used cars. Onto the related models in UK, USA and Australia cars can be hired comfortable cheaper than using traditional carsharing in the neighborhood.

The target market ist splittet in two pieces. First the concept want to give carowners the oportunity to hire their cars due to financial reasons. Secondly there are the driver that want to use carsharing, but there is no carsharing station in the neighborhood or these drivers are frustrated by the high and intransparent costs of a normal carrental oder carsharing provider.

In eight years tamyca wants to reach 75,000 registered cars on tamyca.de. This represents 0,1% of the first cars and 0,5% of the second cars in all households in Germany in the year 2009. If these cars are rented just seven times per ear in average a turn over of 5.25 mio € is generated by 7 employees.

2. Business intention

The intention of tamyca is to establish the p2p-carsharing-concept in europe. Due to that tamyca starts on the german market with an internetbeased platform for privates. For the future smartphone-apps, QR-Codes and a Key-Less-Go technology ist planed for increasing coverage.

Furthermore the concept is to be expanded to the comercial sector. Therewith not only carrental companies and car dealership can hire their cars but also every comercial company can hire their fleet and is able to reduce fleet costs significant.

The expand to the european market is realized partly with a franchise-model otherwise the tamyca GmbH will manage the market. The whole German-speaking market (as Austria, Switzerland) will be managed by the tamyca GmbH. The documents and components that were developed by tamyca (record of delivery, website, smartphone-app or legal advices) will be provided to the franchise partner. The country-specific documents and insurance modell will be developed with the franchise

partner together. In total there will be seven fulltime employees for germany. In the long term tamyca is to be market leader on the european market.

3. Supply of service

3.1.Problem

Mobility and flexibility are dominating the live of human beings like never before. Due to that the significance of individual mobility is rising more and more coevally people want to live more ecologically compatible. In contrast to that humans are confronted with constant rising costs for mobility. As per Statistisches Bundesamt costs for omnibus, railways and cars engaging ca. 13 % of the whole consumption expenditure in the year 2005. This significant part of expenditures rised since 2005 to 2009 per 8,3 % (desatis, 2010). Ate the look for one person the enormous fixcosts are striking. These costs are shown in table 1. As you can see a normal car costs around 220 € per month just for being present.

Table 1: Calculation example: fix costs of the carfinancing

Model: VW Golf V 2.0TDI, 2005, 3 doors	
Loss in value by year (Schwacke-Liste)	1200 €
Taxes an insurance per year	1200 €
Service per year	240 €
Fixcosts per year	2640 €
Fixcosts per month	220 €

Due to the fact, that cars standing for 23 hours per day, a high amount of oportunity costs are paid. The abdication of the car brings savings of costs, but lowering flexibility in mobility. To afford individual mobility to such persons, klassic carsharing companies offer there service beside normal car rentals.

But, do these comapnies offer a service meeting the demands of a modern client? Normal car rentals are offering brand new cars in perfect state. But the client has to pay for this five star proposal. Classic carsharing companies are focused on urban regions and are limited to a few parkinglots. In addition to that high fixcosts and a complex pricemodel are making the service unatraktiv.

The founder of the tamyca GmbH had recognized a huge potential by using cars in an efficient way and to offer a modern and flexibel client a well priced mobility service.

3.2.Solution of the Problem

The alternative is a peer-to-peer car rental concept, a car hiring between private people. Based on the peer-to-peer concept advantages can be reached in comparison to the classic mobility concepts. It is made to connect car owners which use their car not that often with people who do not hold their own car but would like to use a car. Both sides profit, one side with the own car are all time flexible and the other side contribute to a sustainable and eco-friendly way of living by saving fixed cost for a

car. The website www.tamyca.de connects these two groups and is creating an additional value for each one of the party.

Car owners can use the unused potential of their vehicle by providing it on the tamyca-platform. Based on this offer, all users can rent this car cost-effective, comfortable and concerted to their needs. During the renting the owner and the renter are protected by a carefree insurance package. Individuality, flexibility and safety to a faire and convenient price will be the goal of the private to private tamyca rental. Beside the offer of a convenient alternative to established car rental and car sharing concepts, tamyca is opening a new way of using the present mobility recourses.

3.3. Advantages for Customers

The advantages and benefits for the customer of the tamyca GmbH are variegated. The client base can be split up into car owner and renter.

3.3.1. Car Owner

Tamyca offers the possibility to the car owner to compensate the enormous fixed costs caused by his vehicle. The website easily arranges the rental while the owner gets the fee he is asking for. The total free pricing should be pointed out here. The owner is defining the price and can ask for more if he offers additional benefits (eg. bicycle rack).

Through the unique insurance concept the insurance coverage will cover the whole period of time while the renter is hiring the vehicle. The car owner does not need to change his way of car insurance as soon as he is offering his vehicle on tamyca.de.

If somebody cannot effort his own car but is dependent on his own car, tamyca is offering the possibility to finance a car by renting it to his neighbourhood. While the car is not needed for example during a trip, the car can earn some money. The owner saves high parking costs on an airport or train station and is polishing his travelling wallet.

The renting of a car cannot simply help to get over the fixed costs. By losing the status symbol characteristic of a car in our society, it can also help to finance other status symbols. For example n-tv wrote on his website August 24, 2010: "rather flying on the Seychelles, cars are losing in social importance". The German magazine "Der Stern" is writing in his online issue on August 25, 2010: "iPhone overtakes the car, the affection to the automobile is dwindling further down". Both articles correspond on a market study of the consulting company Progrenium. They say that vehicles loose in importance of status character while mobile phone (as the iPhone) is gaining in status characteristics.

For the ecologically minded car owner, the ecological component plays an important role for the car sharing. By sharing a vehicle, the not environmental acquisition of new cars can be avoided.

3.3.2. Renter

The advantages of the renting user on the tamyca platform are even higher. The high fixed costs of an own car can be saved. There are no engagements to insurances, exchequer or unpleasantness with the general inspection. A lot of money aggravation can be saved. Simultaneously environment

and recourses can be preserved because there is no need to manufacture a new car. Parking areas in cities are not that crowded. These advantages are connected with the advantages of owning a car. Because the renter is not owing a car he can rent a vehicle anytime, flexible and just around the corner.

Flexibility is not limited by choosing the moment and renting duration, he can also choose between different cars for his own needs. A van for a removal, a station wagon for a trip to the beach or an exclusive cabriolet to impress an acquaintance.

The common advantages for both parties are the insurance concept of tamyca. During the rental, the car owner and the renter have fully insurance coverage. The owner can provide his car to anybody and the renting user is in case of an unpredicted incident also fully protected.

3.4. Supply of Services

The business model of tamyca is based on the commission business and the provision of an advertising platform. The registration is for all users for free. The contribution margin of tamyca is shown in the following graph. It is clarified that the driving user is paying two types of renting fees. One is variable for the car which is set by the owner and the second which is the fixed tamyca commission. The set renting price will directly send up to the car owner while the tamyca commission is kept. Additional turnovers will be made by providing advertising on the website.

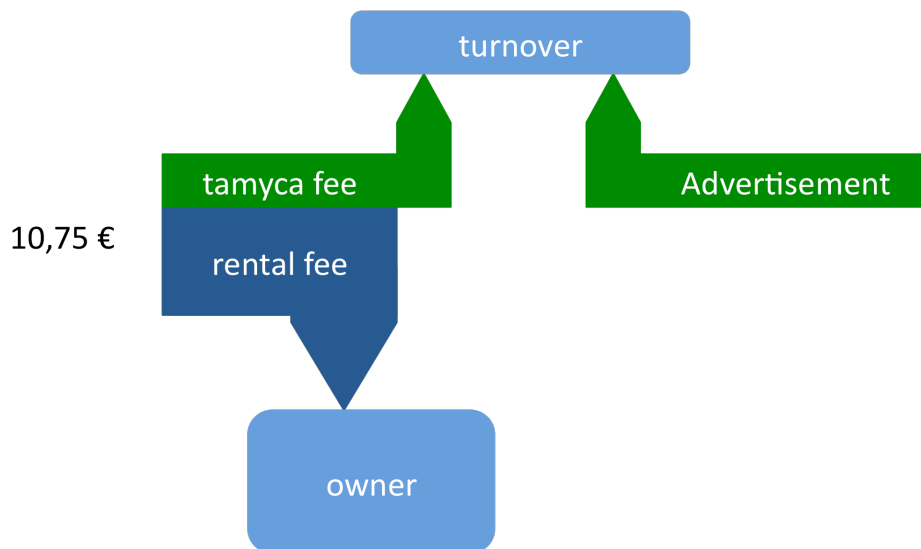


Figure 1 fees and turnover

The chain and connection of the business process are shown in the next graph. tamyca is supplying the users of the website with information of the insurance, but is not part of the rental contract. The key service beside the commission is the coverage of the insurance by the tamyca GmbH. Therefore the cash flow results between tamyca GmbH and the Insurance.

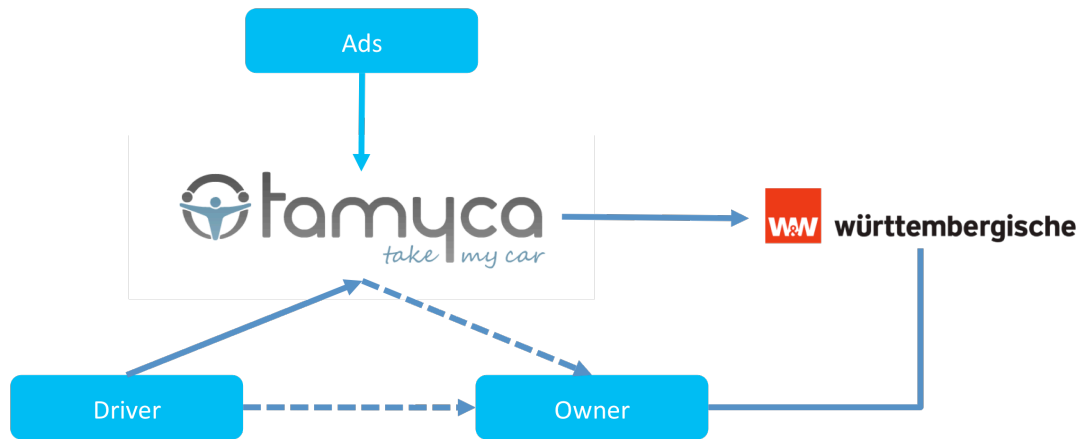


Figure 2 Business Relations

The rental and using process will be easy, flexible and save for the user. The owner can offer his car on the website within three minutes. Subsequent user in the neighbourhood can find the car in their surrounding can check the fees and conditions of the owner and can send an application for the car.

The standardised application can be completed by the renter. He has to mention the distance he is planning to drive and can also ask for other modalities. tamycya is transmitting the application by mail or contemporarily with a text message to the owner which can decide if the renter profile and the asked distance for the planed period fits to his opinion. To improve the chance of a commission the renter can send several applications to different owners. If the owner accepts the rental, the confirmation is transmitted to the renter. As soon as the renter pays the tamycya fee the operation is transacted. The other applications will be cancelled automatically and the other owners will be informed. The standardised commissioning protocol of tamycya will be fulfilled on the handover place which is negotiated before. The cost for fuel and other operating costs have to be covered by the renter during the rental time.

After the rental the renter brings back the car to the owner and fills out the handover protocol developed by tamycya. Afterwards the users validate the other user on the platform. The assessment model allows to inform the tamycya community of users who do not stand to the rules.

accepted payment methods:

tamycya fee from renter

debit advice
Giro pay
Credit card
PayPal

charge for car owner

bank transfer through tamycya
cash from the renter

The payment of the renter must be paid before the rental. The tamycya fee has to be paid online. The rental fee can be paid online or via tamycya by trustee relationship or the renter pays cash before driving during the handover. By paying the tamycya fee, insurance protection is ensured for the

duration of the rental. Independent of the insurance of the car owner an additional insurance is guaranteed by our partner the “Württembergische”. For every rental the comprehensive coverage has contribution of 1000€ for the driver. Beside the comprehensive coverage there is even an insurance against raising insurance fees in case of an incident for the owner.

The product will be further developed for Smartphone-apps, QR-Code-Technology and a Key-Less-Go mode. The Smartphone-Apps will increase the flexibility of the users. With the QR-Code-Technology car owners can put a tamycas code on their vehicle. The Renter can send an application or even directly book the car. Key-Less-Go needs a technical modification of the car. Similar to the toll collect system in Germany some kind of an On-Bord-Unit can be installed. With a RFID-card key less handovers will be possible. The renter can open the car after the booking and payment with his RFID-card and start the engine after taking out the car keys from the glove box.

Another business model is the advertisement business on the website of tamycas. A special target group can be reached in this community. The common users identify their personality with flexible-, dynamic-, modern- and cost-conscious way of living. Potentials for advertisement could be different sectors and scopes from local supply of services over renewable energies, bio products and automotive industries.

4. Industry and Market

4.1. Industry Analysis

4.1.1. Growth Rates of Relevant Sectors

To show relevant markets and their development, a survey of a renowned consulting company Frost & Sullivan is very useful. According to Frost & Sullivan (2010) the German Carsharing market is one of the most denotative in Europe with 4.700 vehicles and about 165.000 members. Frost & Sullivan expect until 2016 with an increase of 400% in amount of vehicles and even with a growth rate of 600% for Carsharing users to about 1,1 million users only in Germany.

Pursuant to the website of the “Bundesverband CarSharing e.V.” the annual growth rate of the Carsharing users is 20% and the increase of cars about 10%. The figure shows the growing trend in a graphical way.

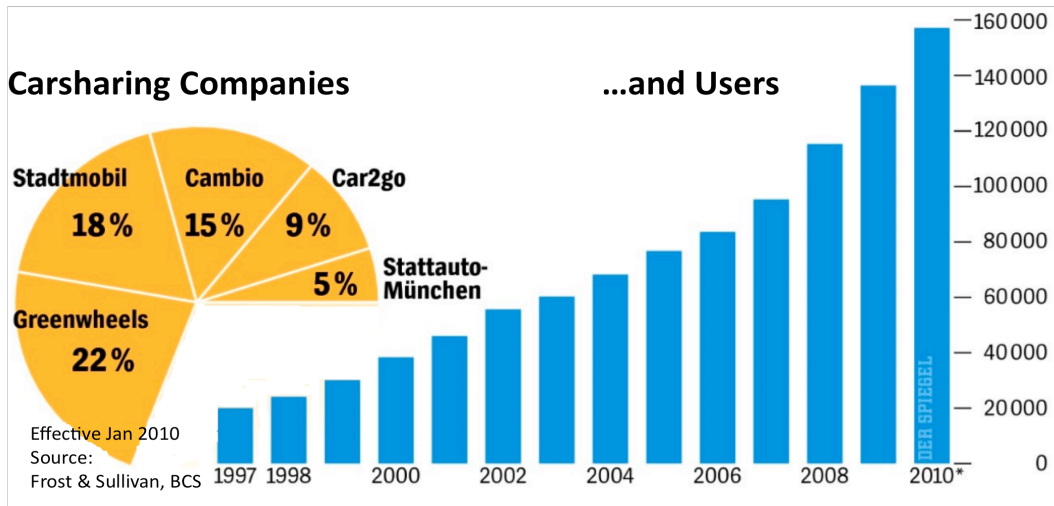


Figure 3 Industry Overview

A similar trend can be defined in the sector of ride sharing. According the web presence of Mitfahrgelegenheit.ch the amount of registered users grew between 2008 and 2009 with a growth rate of about 400% to 20.000 users. From these data and the quite high prices of conventional Carsharing concepts the potential of the tamyca concept become clear.

In addition the fixed costs of the car owner increase since years. Continuously increasing of taxes, insurances high rates for financing a car or leasing conditions put pressure on car owners. As a tamyca user this trend can be compensate because the car pays some of the fixed costs by "itself". Beside the monthly payments parking costs and the creeping loss of value cause additional costs. The increasing shortage of parking spots in inner-city areas will also increase the costs for the owner. tamyca is a effective concept to decrease these costs.

4.1.2. Marketbarriers and Chances

A critical marketbarrier for the tamyca-concept is the belief that cars are the Germans`most favourite toy and not anybody will hand it over to somebody by choice.

But the tamyca-team had recognized an opposite trend. Not only the facts from chapter 4.1.1 clarify the increasing attendance of people to chare their possessions with strangers. A change in the young people`s status-oriented way of thinking also affects the loss of the cars status as „holy sheet metal“ as the Frankfurter Allgemeine Zeitung (german newspaper) reportet in August 2010.² These reports are outperformed by the previous mentioned study of the AXA from 02.22.2010. The study results that 43 percent of the Germans haven`t got a bad feeling by renting their cars. The development of the study by a insurance company, which developed a own product in this direction, also shows that the assumed barrier will decrease in the future.

Anyhow the vehicle stays the favourite toy for some users, but this is where the concept takes affect. When the favourite toy can`t be financed any longer, the tamyca-concept supports this group to cover the fix-expenses by renting on the tamyca-platform.

As another marketbarrier the acceptance of the two usergroups (lessee, lessor) could be identified. For this there is a need of a powerfull and clearly concept that moderates the securityconcept to all

who are involved. Exactly this is done by the tamayca-comprehensive-all-round-package that temporarily offers a full insurance cover. Presently the 1000 € excess of the comprehensive insurance generates a barrier for the lessee and lessor. We are into intensive discussions with other insurance companies to change this as soon as possible. A chance for the concept is identifiable in the increasing environmental awareness and the growing desire for sustainability acting. The people will recognize that the tamayca concept preserves not only their monetary resources than the environment. The expansion of the carsharing-idea into the circumference of the cities can be seen as another chance. Certainly the competitor's also advertise for environment and resource protection but none of these concepts is able to offer such a high individuality, flexibility and security at reasonable prices.

4.1.3. Total market-volume

We will focus on the market for individual-mobility in Germany. The total volume for this market amounts, according to the Kraftfahrt Bundesamt (KBA; German Federal Office for Motor Traffic), about 50.2 Mio. vehicles and 5.9 Mio. trailers on the German streets. The average vehicle-age amounts eight years (condition July 2010).

The focus of the concept is on the privately used passenger cars, which present market-volume is quoted with 36 Mio. private passenger cars in Germany (KBA, 2010). The passenger cars are furthermore divided into main- and secondary cars. The volume at the German market of the main-cars is numbered by 30 Mio. and the secondary-cars by 9 Mio..

But this doesn't describe the accessible total market-volume as only the entity of the cars have been mentioned that can be moderated by the tamayca-platform.

Approximately 53.5 Mio. Germans are in the possession of a driver license (KBA, 2009) and hence possible users of the tamayca-services. Transmitting this concept to central-europe and just considering the direct neighbouring countries (France, Italy, Spain, Poland, Netherlands, Belgium, Czech Republic, Austria, Luxembourg, Switzerland) with a overall population of 249.5 Mio. and assuming a similar ratio of cars and driver-licenses to residents, the potential of the tamayca-concept becomes quite evident. With 155 Mio. cars and 140 Mio. driver licenses in these central-european countries there is a total market-volume of about 200 Mio. cars and 190 Mio. persons with a driver license.

4.1.4. Intended market share

As a start the tamayca-concept will concentrate on the area of the private vehicles and a volume adequate to 0.1 % of the main-cars and 0.5 % of the secondary-cars (75.000 registered vehicles) in Germany. This self-selected aim should be achieved after eight years. Based on this point the quantity of registered vehicles will increase and achieve 90.000 registered vehicles. Furthermore it can be expected that the number of brokerages and rentals by the tamayca-platform will increase rapidly after the platform becomes famous. After a huge usergroup has been convinced that the tamayca-concept is flexible, secure and first of all favourable, the quantity of rentals will develop in

a similar number like the registered vehicles with a average rentig-frequency of ca. seven per year and vehicle.

4.2.Competition analysis

Traditional carsharing can be seen as our competitor. Like the traditional carsharing the tamayca-concept is also focusing on the individual-mobility by an vehicle. The user of these concepts can or will only do the drive in an automobile. The explicit difference of the tamayca-concept in contrast to the other carsharing-concepts is in the basic idea that the elimination of private vehicles isn't intended by many people. For a lot of people a own car is simply necessary because of several reasons like mobilty, operating equipment or as a status symbol. This is exactly the difference of the concepts which try to avoid a vehicle purchase (Carsharing) and the tamayca-concept which connects those who can't or won't abstain a own car and those who can do withouta car. Simultaneously there occurs an paradoxon by the traditional carsharing providers. They advertise for the environmental substainbility by the reduction of vehicles while they buy a lot of new vehicles. This results not only in an environmental damage than in a high capital lockup. Additionally parking lots, in the already overcrowded inner cities, are blocked by these cars. In contrast to this tamayca doesn't buy a new vehicle fleet, instead already existing cars are used. So the capital intensity and capital lockup of the company can be minimized. Furthermore parking lots are balanced instead of being blocked.

Another difference towards the competitors results through their geographical concentration. Nearly all competors`concepts are limited to metropolitan areas because only there they find an adequate large usergroup. In contrast to this the tamayca-concept works completely independent in every geographical area, urban center and isolated village. There is no minimum user quantity as only the lessor and lessee should be in direct range.

There is a demonstrative pricing of nearly all competitors which is based on three , very abstract facts. The first fact is that an application fee and a deposit (normally between 200 € and 500 €) have to be paid in advance. The second fact are monthly rates which have to be paid autonomously from the utilisation. Finally a hour lump sum and mileage allowance are added to the use of the cars. So there accurs an enormous dependency, comparable to having an own car. The tamayca-user won't experience all these facts and will have the chance to hire medium-class vehicles to much more attractive conditions as the competitors ones. Only the default price of the lessor and the charge of 10,75€ per day (plus fuel)have to be paid for the ride at tamayca. So we offer complete independency and flexibility.

The Table 2 represents the up-to-date pricings of the direct competitors, which also have been mentioned in figure 3, for the leasing of a medium-class vehicle (24hours).

Table 2: rental prices of the competitor-concepts for a medium-class vehicle per day and a casual use (50 km) in € (date: 01.12.2010)

Competitors	Vehicle	Fixed Costs €	Price €
Cambio CarSharing	Opel Astra Caravan	application: 30	
		monthly fee: 3	82.5
Car2Go	Smart (For2)	application: 19	
		monthly fee: 0	119
DB Carsharing	Opel Astra Caravan	99 (without BahnCard)	166.5
Greenwheels	Opel Astra Caravan	application: 0	
		monthly fee: 5	82.5
Stadtmobil Rhein Neckar	Opel Astra Caravan	application: 33	
		yearly fee: 24	75
Stadtauto München	Opel Astra Caravan	application: 50	
		monthly fee: 7	150
tamyca	Opel Astra Caravan	application: 0	
		monthly fee: 0	50 (incl. Fuel costs)

Additionally to the pure Carsharing-companys car rental services, like Hertz with its model Connect or Sixt with the Car Club, are entering this market. Both transfer the price structure of the conventional Carsharing and are pilot projects so far. Flexibility, favourable prices and the corporate feeling of the tamycas-users are in contrast to the traditional Carsharing-concepts.

Presently two other projects are trying to enter the German market in the private Carsharing group. At the one hand it is the platform: www.wende.org and on the other hand the platform www.autonetzer.de.

Wende.org, based in Frankfurt, is already online since the middle of the year 2010. The platform intends to moderate offers (vehicles) and requests (rides) online but without any insurance coverage. As assistance the users are pleased to use law-documents from an automobile club (ADAC). The platform only offers the leading agreement. So it seems that the operator is only interested in a free-of-charge network.

The second model, autonetzer.de, is presently in a pre-test-phase. There is only a blog-comparable website online, informing about private Carsharing. autonetzer.de should work on a principle similarly to tamycas, but the main-difference becomes obvious in the insurance coverage. For renting a vehicle by autonetzer.de an extra car-insurance have to be concluded. By this the vehicle is covered as a "hired vehicle covered by the driver" (german: Selbstfahrervermietfahrzeug). So it is allowed to rent the vehicle for a valuable consideration but the costs for the insurance and the effort are much too high in contrast to the earning by leasing. Furthermore the [autonetzer](http://autonetzer.de) platform haven't been

online until 30.11.2010 which means that they can start at the earliest at 30.11.2011 because of the insurance-model.

All of the mentioned competitors try to design their concepts more attractive by cooperations with the local public transport in inner cities and automobile clubs. tamyca is currently working at a similar strategy. But tamyca offers not only carsharing than the possibility to reduce the parking lot demand by this cooperation. Employees of public institutions or companies can offer their cars to other users while they are working. While this they don't need parking lots.

4.3. Target groups

The Carsharing-market doesn't only serve the idealists who are only interested in a green image. Traditional Carsharing is already established as a reasonable economic and ecologic solution for a wide choice target group. tamyca extend these with the lessor target group. Below these two target groups are reconsidered separately.

Lessors

It has turned out that the condition of the vehicle isn't very important. But it has to be mentioned that owners of premium and new vehicles are hard to inspire for the tamyca-concept. By separating the lessors three age groups have to be considered. First there are the 18- to 30-year olds which are well described by the already mentioned change in status-symbol thinking and need for flexibility. The driving force for leasing their cars is only the monetary advantage.

Lessors in the age of 51 to 60 years, who are interested in the tamyca-concept, aren't driven by the desire for flexibility. This segment is formed by people with low earnings who a chance in an additional income by tamyca.

The group of the 31- to 50-year olds build a mixture of the two above mentioned groups. These people are driven by the need to finance their own cars. And there are lessors, seeing a chance to finance other status-symbols by leasing their cars.

Lessees

The lessee group is divided by the age classes like the lessors. First there are the 18- to 30-year olds who are interested in tamyca because of the savings in contrast to buy an own car or other Carsharing-concepts.

Then there are the lessees in the age class from 51 to 60 years who are pushed by the desire for mobility and the good feeling to do Carsharing.

The group of the 31- to 50-year olds forms, as seen above in the lessors chapter, a mixture of the two above described groups. In this segment flexible people who can't or won't afford an own car can be found. But at the same time they want to use the financial advantages of Carsharing.

According to the characteristics age and earnings lessors and lessees are summarised in the chart 3 below.

Table 3: Segmentation of the target groups lessor and lessee

earnings /age	18-30	31-50	51-60
no earning	students, job applicants, low-income earners, single parents	students, job applicants, low-income earners, single parents	job applicants, low- income earners, invalidity pensioners
medium earning	students, job applicants, low-income earners, average wage earners	students, job applicants, low-income earners, average wage earners	job applicants, low- income earners, invalidity pensioners
high earning	average wage earners, graduates	average wage earners, graduates	average wage earners, graduates

The core groups are built by the people without earnings at the age between 18 and 30 (students, job applicants) and persons between no and an average earning at the age between 31 and 50 years (job applicants, low-income earners). Students, who build 37 % of all Germans between 19-and 24-years, only have an average amount of 767 € available (state 2009). Considering these marginal budgets, the savings of the registration fee, caution money and other fees in contrast to other Carsharing companies is an enormous advantage. There is a similarity in contrast to the job applicants and low-income earners in both age groups (18-30, 31-50). These groups also show the largest internet affinity. At the same time the desire for individual mobility in these groups is greater than in the age class from 51 to 60 years. It can be assumed that the participation of the lessors from both groups is splitted into the same percentage. Instead the amount of the lessees will be generated mainly out of the 18-30 year olds.

5. Calculation of the Business Plan

Table 4: Investment calculation

Description office	Investment sums	Depr./Year in %	Depreciation
Office			
Main office in Jülich	40.000,00 €	20	2.000,00 €
		20	- €
SUM of Building	40.000,00 €		2.000,00 €
IT			
10 x Workstations	7.500,00 €	4	1.875,00 €
6 x Notebooks	6.000,00 €	4	1.500,00 €
2 x Printers	1.200,00 €	4	300,00 €
Auxiliaries	10.000,00 €	4	2.500,00 €
SUM of IT	24.700,00 €		6.175,00 €
Miscellaneous			
Unexpected	10.000,00 €	0	- €
Circulating capital	5.000,00 €	0	- €
SUM	15.000,00 €		
Total Investment	79.700,00 €	Total Depreciation costs	16.350,00 €

Table 5: Labour and marketing costs

	1. year		2. year		3. year		4. year		5. year		6. year	
legal department	0	- €	0	- €	1	45.000,00 €	1	45.000,00 €	1	45.000,00 €	1	45.000,00 €
marketing department	0	- €	0,5	22.500,00 €	0,5	22.500,00 €	0,5	22.500,00 €	0,5	22.500,00 €	1	45.000,00 €
it department	1	45.000,00 €	1	45.000,00 €	1	45.000,00 €	1	45.000,00 €	1	45.000,00 €	1	45.000,00 €
design deparment	0	- €	0	- €	0	- €	1	45.000,00 €	1	45.000,00 €	1	45.000,00 €
support	0	- €	0	- €	0	- €	0	- €	1	45.000,00 €	1	45.000,00 €
24h support	0	- €	0,5	22.500,00 €	0,5	22.500,00 €	0,5	22.500,00 €	0,5	22.500,00 €	0,5	22.500,00 €
Total of labour costs		45.000,00 €		90.000,00 €		135.000,00 €		180.000,00 €		225.000,00 €		247.500,00 €
Marketing		50.000,00 €		100.000,00 €		100.000,00 €		100.000,00 €		100.000,00 €		100.000,00 €
Total		95.000,00 €		190.000,00 €		235.000,00 €		280.000,00 €		325.000,00 €		347.500,00 €

Table 6: Total investment

Total investment	79.700,00 €
30% own capital funds	23.910,00 €
70% outside financing	55.790,00 €
Interestrates	6,00%
10 year period	10

Table 7: Total investment

Year	Balance of dept	interest rate	Interest Costs paid p.a.	Payback
1	55.790,00 €	6,00%	3.347,40 €	5.579,00 €
2	50.211,00 €	6,00%	3.012,66 €	5.579,00 €
3	44.632,00 €	6,00%	2.677,92 €	5.579,00 €
4	39.053,00 €	6,00%	2.343,18 €	5.579,00 €
5	33.474,00 €	6,00%	2.008,44 €	5.579,00 €
6	27.895,00 €	6,00%	1.673,70 €	5.579,00 €
7	22.316,00 €	6,00%	1.338,96 €	5.579,00 €
8	16.737,00 €	6,00%	1.004,22 €	5.579,00 €
9	11.158,00 €	6,00%	669,48 €	5.579,00 €
10	5.579,00 €	6,00%	334,74 €	5.579,00 €
Total interest paid			18.410,70 €	
	Total Repayment			55.790,00 €

Table 8: Commission

service		quantity	
Insurance	5,500 €	1	5,50 €
money transfer fees paypal	1,000 €	1	1,00 €
money transfer fees bank	0,120 €	1	0,12 €
SMS	0,055 €	4	0,22 €
servercosts	0,050 €	1	0,05 €
SUM per comission			6,89 €

Table 9: Self costs

	1. Year/per commission	1. Year	2. Year	3. Year	4. Year	5. Year	6. Year	7. Year	8. Year	9. Year	10. Year
Utilization of capacity		5%	15%	25%	35%	45%	60%	80%	100%	100%	100%
Quantity of commissioned cars		3.750	11.250	18.750	26.250	33.750	45.000	60.000	75.000	75.000	75.000
Costs	Costs per commission										
Depreciation costs	4,36 €	16.350,00 €	16.350,00 €	16.350,00 €	16.350,00 €	16.350,00 €	16.350,00 €	16.350,00 €	16.350,00 €	16.350,00 €	16.350,00 €
Financing Costs	0,89 €	3.347,40 €	3.012,66 €	2.677,92 €	2.343,18 €	2.008,44 €	1.673,70 €	1.338,96 €	1.004,22 €	669,48 €	334,74 €
Labour Costs	12,00 €	45.000,00 €	100.000,00 €	135.000,00 €	180.000,00 €	225.000,00 €	247.500,00 €	247.500,00 €	247.500,00 €	247.500,00 €	247.500,00 €
Marketing	13,33 €	50.000,00 €	90.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €
SUM		114.697,40 €	209.362,66 €	254.027,92 €	298.693,18 €	343.358,44 €	365.523,70 €	365.188,96 €	364.854,22 €	364.519,48 €	364.184,74 €
Commission Costs	6,89 €	6,89 €	6,89 €	6,89 €	6,89 €	6,89 €	6,89 €	6,89 €	6,89 €	6,89 €	6,89 €
Total costs per commission	37,48 €	7,33 €	6,22 €	5,75 €	5,55 €	5,43 €	5,24 €	5,05 €	4,94 €	4,94 €	4,94 €
Comission Costs		180.863 €	542.588 €	904.313 €	1.266.038 €	1.627.763 €	2.170.350 €	2.893.800 €	3.617.250 €	3.617.250 €	3.617.250 €
Total costs per Year		295.560 €	751.950 €	1.158.340 €	1.564.731 €	1.971.121 €	2.535.874 €	3.258.989 €	3.982.104 €	3.981.769 €	3.981.435 €
Total income per Year		282.188 €	846.563 €	1.410.938 €	1.975.313 €	2.539.688 €	3.386.250 €	4.515.000 €	5.643.750 €	5.643.750 €	5.643.750 €
Earnings		-13.372 €	94.612 €	252.597 €	410.582 €	568.567 €	850.376 €	1.256.011 €	1.661.646 €	1.661.981 €	1.662.315 €
Definition of price	10,75 €										
Average rentals per year / car	7										

Table 10: Calculation of turnover

Year	Output	Price per commission	Turnover
1	26250	10,75 €	282.188 €
2	78750	10,75 €	846.563 €
3	131250	10,75 €	1.410.938 €
4	183750	10,75 €	1.975.313 €
5	236250	10,75 €	2.539.688 €
6	315000	10,75 €	3.386.250 €
7	420000	10,75 €	4.515.000 €
8	525000	10,75 €	5.643.750 €
9	525000	10,75 €	5.643.750 €
10	525000	10,75 €	5.643.750 €

Table 11: Computation of cash flow for 10 Years

	1.Year	2.Year	3.Year	4. Year	5. Year	6. Year	7. Year	8. Year	9. Year	10. Year
Turnover	282.188 €	846.563 €	1.410.938 €	1.975.313 €	2.539.688 €	3.386.250 €	4.515.000 €	5.643.750 €	5.643.750 €	5.643.750 €
Depreciation costs	16.350 €	16.350 €	16.350 €	16.350 €	16.350 €	16.350 €	16.350 €	16.350 €	16.350 €	16.350 €
Financing Costs	3.347 €	3.013 €	2.678 €	2.343 €	2.008 €	1.674 €	1.339 €	1.004 €	669 €	335 €
Labour Costs	45.000 €	100.000 €	135.000 €	180.000 €	225.000 €	247.500 €	247.500 €	247.500 €	247.500 €	247.500 €
Marketing	50.000 €	90.000 €	100.000 €	100.000 €	100.000 €	100.000 €	100.000 €	100.000 €	100.000 €	100.000 €
Commission costs	180.863 €	542.588 €	904.313 €	1.266.038 €	1.627.763 €	2.170.350 €	2.893.800 €	3.617.250 €	3.617.250 €	3.617.250 €
Loss carried forward		-13.372 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Profit before tax	-13.372 €	81.240 €	252.597 €	410.582 €	568.567 €	850.376 €	1.256.011 €	1.661.646 €	1.661.981 €	1.662.315 €
Taxes (40%)	0 €	32.496 €	101.039 €	164.233 €	227.427 €	340.151 €	502.404 €	664.658 €	664.792 €	664.926 €
Profit after taxes	-13.372 €	48.744 €	151.558 €	246.349 €	341.140 €	510.226 €	753.607 €	996.987 €	997.188 €	997.389 €
Cash-flow (net profit + depreciation costs)	2.978 €	65.094 €	167.908 €	262.699 €	357.490 €	526.576 €	769.957 €	1.013.337 €	1.013.538 €	1.013.739 €
Repayment credit	5.579 €	5.579 €	5.579 €	5.579 €	5.579 €	5.579 €	5.579 €	5.579 €	5.579 €	5.579 €
Dividend	-2.601 €	59.515 €	162.329 €	257.120 €	351.911 €	520.997 €	764.378 €	1.007.758 €	1.007.959 €	1.008.160 €

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