

LAB University of Applied Sciences
Faculty of Business Administration, Lappeenranta
Degree Programme in International Business

Houran Ding

Business Plan of Shared Bike in Lappeenranta

Bachelor's Thesis 2020

Abstract

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Business Plan for Shared Bike in Lappeenranta, 42 pages, 1 appendix.

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Instructor: Senior Lecturer Pekka Mytty, LAB University of Applied Sciences

The purpose of this thesis was to develop a business plan for Eco type - Shared Bike in Lappeenranta, Finland and forward to all another business possibilities of future development. The theory related to a business plan concept is explained first. Afterwards, this business plan was created according to the outline include business idea, Business plan research and financial calculation.

That Information were gathered from Lappeenranta municipal government reports, presentations, books and Internet website sources. The author has experience and knowledge of the project, and supplements the experience part. The financial part is based on similar cases in other EU countries and the rest is author's forecasts.

In the end of thesis, the business plan for Shared Bike has been proved to be profitable business. This business plan is the author's first detailed plan against those backgrounds of the sharing economy, it demonstrates how to implement phases and develop projects.

Furthermore, the business plan was assisted by the Lappeenranta city government, including borrowing of materials and interviews with the manager of Economy department. If possible, this business plan will be recommended to potential investors.

Keywords: Business plan, Sharing Bike, Lappeenranta Business Environment.

Table of contents

1	Introduction.....	5
1.1	Share bike at beginning.....	5
1.1.1	Bike Sharing System.....	6
1.2	Objectives of the study.....	6
1.2.1	Purpose of the study.....	6
1.2.2	Objectives.....	6
1.2.3	Research question.....	7
1.3	Delimitation of the thesis study.....	7
1.3.1	Business focus on Lappeenranta.....	8
1.3.2	Business starts timetable.....	8
1.3.3	Research methods.....	8
1.3.4	Theoretical framework.....	9
1.3.5	Financial budgets.....	9
1.3.6	Main services and customer groups.....	9
1.4	Limitations.....	10
1.4.1	Time.....	10
1.4.2	Business licenses in Finland.....	10
1.4.3	Correct essentials.....	10
1.5	Suitable theories/ models.....	11
1.6	Structure of the thesis.....	11
2	Lappeenranta business environment.....	11
2.1	Start-up in Lappeenranta.....	11
2.2	Service City.....	12
2.3	Business environment of Lappeenranta.....	12
3	Theoretical Framework and Business planning.....	13
3.1	Business idea in 21st century.....	13
3.2	Key concepts.....	13
3.3	Definition and Business Plan.....	14
3.4	Business plan outline.....	15
3.5	Executive Summary.....	15
3.6	Marketing Plan.....	16
3.6.1	Marketing Mix 4P's.....	16
3.7	Branding strategy plan.....	18
3.7.1	Mission and vision.....	19
3.7.2	Tool for Strategic planning.....	19
3.7.3	PESTLE analysis.....	19
3.7.4	Porter's five forces analysis.....	21
3.7.5	Sale Plan.....	22
3.7.6	Competitors and market analysis.....	23
3.8	Financial Plan.....	23
3.8.1	Income statement.....	24
3.8.2	Cash flow.....	25
3.8.3	Balance Sheet.....	26
3.8.4	Breakeven Analysis.....	27
3.9	Conclusion of the theoretical framework.....	28
4	Business Plan.....	28
4.1	Executive summary.....	28
4.2	Market research.....	28

4.3	Marketing strategy.....	28
4.4	Finance.....	29
4.5	Risk and risk management.....	29
4.5.1	Operational risk.....	29
4.5.2	Property risk.....	29
4.5.3	Crime risk.....	29
4.5.4	Weather risks.....	30
4.6	Products/Services.....	30
4.6.1	Deposit and pickup.....	30
4.6.2	Membership.....	30
4.6.3	Long-term user.....	30
4.7	SWOT- Analysis.....	31
4.8	Marketing Research.....	32
4.8.1	Market analysis.....	33
4.9	Financial Plan.....	33
4.9.1	Income statement.....	35
4.9.2	Break-even point analysis.....	35
4.9.3	Cash-flow analysis.....	35
4.9.4	Balance sheet.....	35
5	Summary and discussions.....	36
	References.....	39

1 Introduction

The environmental problems facing the world are very serious today, and we must think of an effective solution. For short trips, family weekend excursions, you can choose to use a shared bike instead of driving a private car. On the one hand, it saves your travel costs, on the other hand let you have more contact with your family time, the most important thing is that you contribute to the cause of environmental protection. Although Finland is not facing serious environmental problems, we need to take preventive measures.

Not only is daily travel, but also the bicycle small tour in the city. As the traditional field has been constantly subverted, society has become increasingly receptive to innovative things.

Biking is not just about travel, it is more defined as a healthy exercise. According to the survey, people have been worried about the rapid growth of obesity in developed countries. The obesity problem is already very serious in the high welfare state, and the proportion of obese children in Finland is high, so the promotion of the bike sharing system program can help young children to exercise in their daily life.

Superior external conditions help promote our business plan. Finland has a good traffic order, and motorists are courteous to pedestrians and cyclists. The chances of a bicycle accident are relatively small.

1.1 Share bike at beginning

At beginning of 1965, Amsterdam implemented the first bike sharing system in the history. The sharing bike subject in Amsterdam collected the bikes, painted white colour on, and then simply located those of them on the street for the public's use. However, the main reasons which forced the project on hold might have been because without any payment and security system supported, many bikes were damaged or had been stolen in short time. This is an important first step in share bike history even the implementation seemed like a failure. (Embarq 2017.)

In recent decades, Bike sharing system has not become popular. Even in the 1990s, there were less than ten share bike systems run worldwide.

In the 2000s, and especially in the last decade, the share of bicycles became popular. The number of product categories increased from 13 to 855 (from 2004-2014), a total increase of 6477%. Today, bicycles available's number through the shared bike plan is estimated at 946,000 in the world, and most of them (about 750,000) are in Mainland China. (Embarq 2017.)

1.1.1 Bike Sharing System

Bike-sharing systems have become increasingly popular in the 21st century. Through this system, residents and travellers can use public bicycles in cities on a large scale. City's government and community groups promote bike-sharing systems as part of inter-modal transport. People do not have to rely on their own bikes, and the sharing system could also effectively manage their bikes, and finally form those links into a network. Many municipal governments hope to reduce the carbon emissions caused from commuting by easily replacing mobile travel and make residents healthier through exercise.

In general, bike-sharing systems can be roughly divided into two categories. The first category is bicycle programs organized by local community groups or non-profit organizations. The second category is large-scale public bicycle programs implemented by municipalities or through public-private partnerships (such as the Vélib program in Paris). A central concept in this system is to reduce the use of cars in urban traffic, thereby reducing traffic problems, air pollution and noise pollution. At the same time, the theft of private bicycles can be reduced.

Bicycle sharing systems in urban areas are different from traditional bicycle rental because it is faster and easier compared to those traditional bike-rental programs. Bicycle sharing also has an economic impact on the city. Bicycles are a cheap form of transportation, all you need is infrastructure and mobile software. Therefore, creating or expanding the infrastructure requires relatively little investment and subsequent maintenance costs are not high. In addition, bicycle sharing is related to the Green reality strategy of some European cities. As cities compete for tourists and guests, they have invested tremendous energy to showcase their urban modernization and innovation. In this case, bike sharing can be seen as supporting urban modernization and personalized environmental services. (European Best Practices in Bike Sharing System 2009.)

1.2 Objectives of the study

1.2.1 Purpose of the study

The main purpose is to build a green-travel brand in Lappeenranta, the author found out that Lappeenranta and also the entire EU region did not have a large area of national promotion and the use of shared bicycles, nor an influential shared bicycle brand. In the face of such a blank market and a huge consumer base, we need to seize the opportunity and time to develop.

1.2.2 Objectives

The goal and mission of the project pursued by the author is to prepare practical business plans and achieve profitability a bike sharing plan for Lappeenranta and the Finnish market. The research includes the feasibility of the project, market prospects, government policies, future development, and opportunities.

For sub-purposes, the significant components are to:

- Define customer needs, and requirements through reports published with the economic sector to create a business plan as comfortable as possible.
- Simulate start-up cost to get a clear picture of the financial investment required. Use the input costs of similar companies from overseas countries.

The business plan is also to provide some references for researchers who want to create a similar content or conduct a research purposes.

1.2.3 Research question

The hypothesis is “there are not enough services offered by current public transportation for students and visitors to a new tourism city where people could make their experience nicely satisfied with everything”, to which the author intends to find a solution through this thesis, which will generate ideas to build a new services plan in Lappeenranta.

Currently, as a new transportation idea, this business plan should develop its features to stay competitive in the market and pay attention at the beginning. Based on the purpose of this study, those main research questions are defined below:

“What is the best share-bike service for customer in Lappeenranta?” The main research question is supported by the following research sub-questions:

- How to create a successful Sharing bike for students and Russian visitors in Lappeenranta?
- How to keep sharing bike to stay competitive in Lappeenranta?
- How to make a new economic project successful?

1.3 Delimitation of the thesis study

Characteristics that arise from limitations in the scope of the study and the decisions to made during study plan development regarding what to include and what not to include can be called delimitation.

The first delimitation of this study is the founding of the business plan, marketing research methods and market positioning. This project is very difficult to complete all the business connections and supply systems in the initial start-up phase. Second, what the author wants to study are the acceptance group and the potential non-quantitative customers. Third, the business idea profitability and if the business plan is operating, such as price, preferential activities and promotion, is the core of new business idea to keep develops. Fourth, building up a partnership is also an important research goal. Who will be work with, and how to establish partnerships with other cities are the future direction of the business idea.

1.3.1 Business focus on Lappeenranta

The business start place has been introduced in the previous paragraph, and the author has seen how much such a done internship abroad during his study in Finland. When he saw how such a “bike-sharing model” brings convenience to workers and students in Hong Kong and Singapore, the idea of introducing this business to Finland had already begun.

The idea is to bring the “bike-sharing system” to Finland, because the social environment and health concepts are easier to make cooperate here. In addition, Lappeenranta was chosen as the beginning place because of the local government has “green reality plan” (the author will introduce it later). Also, Lappeenranta is an international city and has three universities. Therefore, business is easier to start and develop.

1.3.2 Business starts timetable

The author of the thesis has not established a business start time. This business plan may become a project of business investment in the next few years, and it will become a part of the tourism business to be adopted by the Lappeenranta government. Therefore, this business plan will be implemented as soon as possible after consultation with investors or organizations if named as an individual investment project.

1.3.3 Research methods

The research section includes research on government reports and business report to collect data. However, it is basically not possible to fully cover his thesis’s theory, especially for a new economy system. The author finds as many resources as possible and interview representatives of business department. Therefore, showing the local situation as a research project and if necessary, a questionnaire survey to the public could be the solution. Furthermore, the author also observes the business of other competitors. It helps people to make the right judgments as to the preferences for business.

The purposes of doing report research is to know customers and future potentials needed and want to creating as many choices as possible.

It was worth noticing that research of Lappeenranta’s business environment such as location, sales of Lappeenranta and information are based on Lappeenranta government articles or borrowed from Lappeenranta government reports. Other responses were collected from other participants via email and meeting minutes.

In fact, for keeping the trade secrets, there has no responses were collected from the public. Large amounts of data are collected by business reports and many of them help emphasize important aspects related to ideas of this business. Therefore, marketing planning is well done and it is based on mature business plan and analysed data from business department of Lappeenranta.

1.3.4 Theoretical framework

The theoretical study of this thesis is gathered from the Internet, Business literature and part of government reports. They are used to prove the viability of business and make it reliable. In addition, the author will also put forward his own views and arguments which are based on his work experience. The author believes that from the perspective of the entire background, theoretical basis should be expressed from calculation and data, which could make the entire business plan more convincing.

1.3.5 Financial budgets

The difficult parts of studies for the author were to calculate import tariffs and product rebates. Because bicycles are purchased from abroad, bicycle parts will also come from foreign manufacturers.

However, there will be a clear delimitation and classification of the start-up funds for bike-sharing. Those involve starting capital, importing bicycles, making mobile Apps, shipping costs, advertising, insurance, and workers' wages. However, these are just empirical.

1.3.6 Main services and customer groups

The project will be expanded to main services for different customer groups.

Student group:

Everyone has gone through the student times, the most frequent daily route is school, apartment and teaching building. In a new learning environment, we also have many new travel options, but students do not have any source of income, too high travel costs for them is a heavy burden, so choosing the most appropriate way to travel is very important.

Many students are troubled by the following factors:

- The transportation costs are high in Finland, including public transportation and taxi.
- Bus interval is too long, if you miss a bus, you will spend half an hour waiting for the next bus.
- Students who are undergraduates or graduate students at this university, can buy a bike as a daily means of transport, but for those exchange students who have just come here for a semester, buying a bicycle is obviously not worth it. At the end of the semester, you will sell your bike and face a serious devaluation.

For tourism business and convenient for residents to travel:

People around the world travel to Finland from abroad every year. They want to visit the sights of the city in a short time. Many people may choose to take a bus, taxi or walk.

In case, it is difficult for the visitors to understand the bus schedules, driving directions and ticket prices, and the high prices of taxis at various attractions, which directly affect the tourists who visit the city.

Therefore, people may choose to hike. However, walking will be limited by distance. If the distance between the attractions is too far (more than 6 kilometres), visitors will feel a certain degree of fatigue, which means people probably will lose the interests to continue their visits.

Therefore, the author believes that many tourists would like to choose a bicycle with their trips. After all, cycling is the cheapest and most effective way to travel within 5-10 kilometres, everyone wants to spend less money to visit more places in limited time.

In addition, sharing bicycles is not only for foreigners to travel, but there are also many benefits to local residents.

1.4 Limitations

Any project has limitations, and the limitations in this thesis study could help the author understand the difficulties and problems. It will also help him to work hard and find solutions. The currently known limitations are in the following aspects:

1.4.1 Time

As the author has mentioned at the beginning, time management is important to make the business plan reality before losing its own relevance. In other words, the financial plan plays the most important role, it will be decided how to implement a business plan. Therefore, the project execution phase must start runs, as soon as an investor or angel investment has been found.

1.4.2 Business licenses in Finland

Finland has strict standards for all companies, but this does not mean that it is a technical problem. Moreover, it is not difficult to obtain a license under the promotion of this city's policy. The service needs to prove the legitimacy and reliability of the product to the government and then report to the economic sector that this is a profitable project.

1.4.3 Correct essentials

The means to focusing on necessary aspects that any business plan should cover. If not, the subject is likely to fail, especially in the service industry under the emerging network-operating model. For example, it is necessary to choose the most suitable company to build the base installation and organize the teamwork.

Second, the observation method is used to analyse the situation of other bicycle sharing companies, their prices and services by reading materials and analysing Internet sources.

1.5 Suitable theories/ models

The focus points of PEST analysis are on the macroeconomic problems facing companies and how to deal with them. PEST analysis contains external factors that are mainly used for market research. It is used as an alternative method for SWOT analysis. Political factors are external factors that affect the business environment. Economic decisions come from the government and policies affect the company's status and structure, currency, tax rates, and fiscal policies, as well as labor and reforms, all of which affect the company in different ways. These factors are very important for the development of the enterprise and need to overcome uncertainty.

In the long run, the overall economic factors will affect the company's business. Before planning and implementing, companies should effectively consider and analyze inflation, interest rates, economic growth, and demand / supply trends, because these economic factors will greatly affect consumers and companies. Social factors are related to the products and services provided by the company or the nature of the business. It involves population, domestic market, culture and demographics. In the beginning, PESTLE Analysis was the most suitable model for this study.

1.6 Structure of the thesis

This article consists of four main sections. The main information about the project was described in the "Introduction" part. It makes the whole of thesis clear and understandable. In addition, some explanations on local policy are introduced to familiarize the reader with the topic.

The theoretical framework part was written about the basic theoretical concepts. The exact explanation of each is given. The authors of the paper describe the concepts in the dependent literature review and government reports and compare definitions between different business plan authors. After literature recheck of these concepts, the authors of the paper reached conclusions about understanding and explained how to implement them in a business plan.

The third part is the business plan, which includes background, marketing information, finance, and calculation methods. The author believes that each part is important in the business plan and pays attention to make the project especially reliable for readers, reliable and credible for potential investors. The conclusion of the last chapter is the full text of the thesis.

The author summarized the process and results of the paper. In addition, some recommendations have been prepared for further study.

2 Lappeenranta business environment

2.1 Start-up in Lappeenranta

The special location of Lappeenranta at the junction of East and West is also on the south bank of Saimaa, the fourth largest lake in Europe. This is conducive to and shapes the local industry and commerce, and also adds a unique feature to

the Finnish local culture. Throughout the history, good transportation links in all directions are deliberated to be an important factor in the vitality of the region. Lappeenranta has approximately 73000 residents, However, if all the students are also counted, and in the total number of residents living is significantly higher than the official number. (Lappeenranta Info 2020.)

2.2 Service City

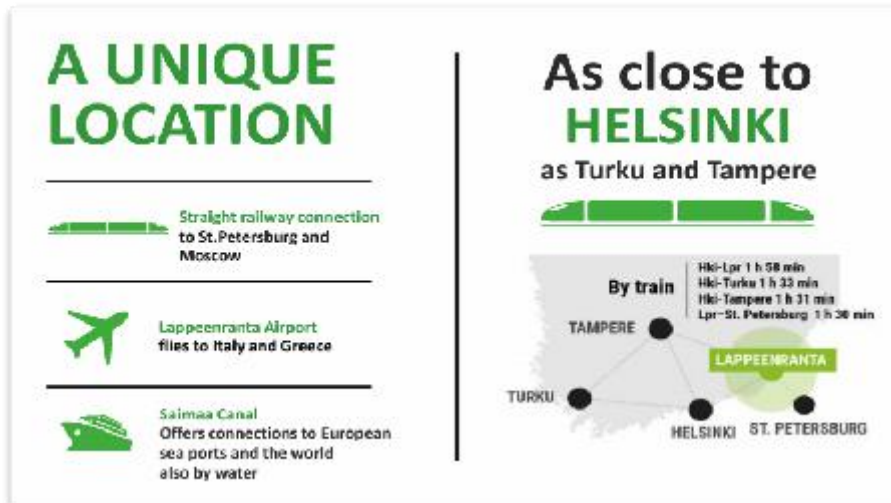


Figure 1 describes the distances and connections in four mainly cities: Helsinki, Tampere, Turku and Saint - Petersburg (Russia)

If a circle with a radius of more than 200 kilometres is drawn around Lappeenranta, then the cities of Helsinki and Saint-Petersburg will fall within the circle. There are approximately 8 million people in this circle, providing the largest customer potential for Nordic trade and well-being services. Key factors for the success of Lappeenranta's tourism business include: an international airport close to the city centre, a visa-free cruise along the Saimaa Canal to Vyborg, and fast trains to St. Petersburg and Helsinki There are Russian shopping tourists. In the long run, cross-border traffic is expected to increase, although the growth rate will be affected by the Russian economic situation and the purchasing power of the Russians at any given time. (LappeenrantaInfo 2020.)

2.3 Business environment of Lappeenranta

Lappeenranta is Finland's largest Tax-Free sales area. Lappeenranta is the largest destination for Russian "shopping tourists" and its duty-free sales share ranks second in Finland. Newer invoice refund systems are also becoming more popular. One out of every three euros spent by the Russians in Finland is left in Lappeenranta.

"In all cities in south-eastern Finland, Lappeenranta's duty-free sales share declined the least. People come to Lappeenranta not only to buy groceries but also to buy clothes, kitchen utensils and shoes. "(investor.fi 2019.)

The author participated in several meetings in this city. During the meeting, the author learned that the number of tourists from China has increased in recent years. By the end of 2018, more than 650,000 Chinese tourists had already entered Finland. In China's statistics, the total consumption of Chinese tourists in Finland has surpassed that of Russians.

3 Theoretical Framework and Business planning

The business plan can help business management and manager show potential business partners or future members of management the opportunities and risks of the proposed business strategy. It is a solution to meet the important needs of real customers, while also creating financial transparency and enhancing the company's trust. (Lewlyn 2015.)

Business planning plays a vital role in identifying possible, unforeseen opportunities and impediments to smooth progress in a unique business competitive environment. In short, it can be defined as a business function. (Lewlyn 2015).The idea of creating a shared bike business in Lappeenranta was came up in 2017, the idea is headquartered in the beautiful city of Finland Lappeenranta. This is a shared bike for the main business provide an Eco-shared bike system in city, the company's development aim is "with our little power to make the world better". At the beginning of the company's development, the products were first placed in local universities and urban areas, and after obtaining good economic benefits, the products were extended to other cities in Finland. Now that the Lappeenranta shared bikes system is already visible in Finland, and we have introduced them into the EU in the second half of the year, we have also achieved very good market returns.

3.1 Business idea in 21st century

If companies take into account the rapidly changing facts of the modern world, traditional planning may seem meaningless. The power of technological and social change is changing every aspect of people's lives and doing business. Reality changes very quickly. There are some new planning methods in the 21st century. The business plan should be viewed as a constantly changing document. The business plan should be adapted to the latest ideas of entrepreneurs about how the company succeeds. Preliminary research should be conducted, such as talking with suppliers or customers, to verify key assumptions. (Folta 2014.)

3.2 Key concepts

The aim of City of Lappeenranta is to reduce the environmental impacts of its operations. It intends to become a carbon-neutral, waste-free and emission-free city, with increasing wellbeing among its inhabitants. (City of Lappeenranta,2013-2015)

Lappeenranta spent 1.5 million euros on upgrading cycling lanes in 2015, which was 15% of total investments. Lappeenranta was selected as the cycling city of the year 2015 in Finland, by the national cycling association. (General Presentation of Lappeenranta,2018)

As the Author mentioned earlier, he has been working in Lappeenranta City Hall for 2 and half years, and he knew Green city, healthy life are the core of the City's strategy. The author believes this business idea could give people a new life experience. The concept of shared bicycles is one of the latest business methods in recent years, and it does not require too much cost or worry about losing damage because we all know the cycling is one of the healthy sports. In Lappeenranta, cars and percentage of driving licence holders are high, and especially those Russian foreign tourists are coming by their own car. Therefore, at the beginning business plan that philosophy was to serve long-term residents, including students. Those of them could be the first customers group, and continuously to push this concept to the society, hopefully that could make more people know this business and use the services.

3.3 Definition and Business Plan

There are many types of business plan definitions and interpretations, because business types and purposes are different. A business plan can be a process of determining the goals of a business enterprise, business strategies and future planned actions to promote its survival. And develop within a certain period of time. The business plan mainly focuses on two key aspects: coping with risks and obtaining profits. (Peterson,2010.)

The business planning process first requires an in-depth investigation, assessing all factors that may affect the results, and studying possible corporate action results. In addition to this, the business plan defines management measures for the expansion process. (Becket 2016.)

The business plan process plays the most important role in the company. The formulation of a business plan can provide the company with stability and profits, and at the same time, a bad plan could greatly deteriorate the company's situation. Therefore, effective business plan recommendations are very useful for companies. (Becket 2016.)

There are many reasons why entrepreneurs should write business plans. First, if a plan is carefully completed, it will help to find a partner or investor. In addition, it is easy for entrepreneurs to forget the initial business goals, so it is necessary to sort out the necessary things and challenges. The third reason may be the transfer of shares or the sale of the company, and it was ultimately written to start a business. (Finch 2010, p.2)

The most direct reason for why the author wants to have this business plan is because Shared Bike System is one of the emerging marketing industries, and the advantage is the investment cost is not too high. The shared bike system is also the most classic case in the sharing economy. In addition, the success of the shared bike system in many countries of Asia and it also had been promoted in some tourist cities of Europe, those examples could make the

author believe that those cases are proving this is an operable business project. Lappeenranta has great potentials especially as a newcomer in the European tourism market.

3.4 Business plan outline

Some entrepreneurs do not have business plans, or have a very outdated business plan. Most views hold that the significance of a business plan is only valid when looking for investment and loans. But in fact, a business plan can be a means of financing or a tool for organizing business and checking results. (Shaw 2017)

The sources of these opinions are from online videos, business reports of senior managers and some professional books. After demonstrating and reading, the author defines a layout that is most suitable for the project. It consists of the following conditions:

- Executive summary
- Company description
- Market analysis
- Competitive analysis
- Management & Operations
- Marketing and sales
- Financial summary

3.5 Executive Summary

The most important part of the business plan is the executive summary, and it serves as a quick reference. (Emerson 2015.) An executive summary is an overview of a larger document or research report, and is usually the first thing for reader to have a look. In general, the executive summary of a business report is the only place where investors determine whether they need to have an idea and take action on a business plan. Oftentimes, investors or banks do not have much time to read and have strict scrutiny, that is why executive must rise their attention up. But if the form of the executive summary is not short and accurate enough, this will greatly reduce the opportunities for business cooperation. A good executive summary is to analyse the problem, draw conclusions, suggestion, and have viable course of action with a complete but short summary. (Frederick 2011.)

For start-ups, the key is to attract the attention of investment angels with sufficient reasons, or to convince investors and banks that the project is reliable and profitable. Therefore, business opportunities should be explained in an interesting way at the same time. In addition, most investors are interested in financial analysis and investment allocation to ensure that their money is not wasted during the operation. Generally, if the executive summary does not

cause investors to clearly understand the project plan, then nobody is willing to investing time and money in a tedious thing. In conclusion, analysis of marketing (Include market targets, competitors and future potentials), strategy of marketing and shortly statement explanation are necessary information at the end of the executive summary. (Ward 2017)

3.6 Marketing Plan

Marketing is acting or business of promoting and product sell or services sell (including marketing research and advertising). (Sharma 2016). Without marketing, most companies will fail. However, many small businesses do not spend time to develop a comprehensive marketing plan. These companies will create different strategies for marketing but with only small to medium success. Otherwise, they will occasionally win a major victory, but find themselves unable to properly adjust tactics, goals and strategies (Smith 2019.). Efficient marketing can formulate reasonable strategies, achieve successful innovation, improve the efficiency of promotional strategies and enhance the brand image. The main purpose of marketing is to attract customers and maintain existing ones.

In a simple word, marketing is how salesman to explains to buyer that how good the product is and how to promote people to buy it. Marketing is an Ad and booklet but nowadays marketing could also be a press release as a Facebook page or a Twitter account. (Michael 2019) Marketing planning is one of the main and extremely important parts of the business planning process. Marketing brings success in the long run, especially the continued growth in revenue. The marketing plan helps to define the efficiency in customer satisfaction and helps determine the core products / services that meet the company's goals for different market needs (McDonald 2011.) Therefore, this part of theory introduced the marketing plan theory and to show its principle and theorize introduction. This next section will include market portfolio theory, strategy, competitor and market analysis, and profit calculation methods.

3.6.1 Marketing Mix 4P's

Often, marketing tools are used to define marketing mixes, which combine many elements to consolidate the brand of the product and promote sell the product or provide services. Product-based companies must come up with strategies to sell products, and marketing mix is one of them. Because this concept makes the marketing process very powerful, it is considered to be powerful and simpler, and can be precisely controlled (Grönroos 1994) The marketing mix is a set of methods and means for marketing brands and raise competitiveness (Farrell,2008) Figure 1 shows Marketing Mix.



Figure 2 describes Marketing Mix 4P's include: Product, Place, Price and Promotion.

A) Products: Normal Products are items that satisfies needs or desires in life. Those of them could be a physical item, service or virtual products. It is produced at a certain cost and then supplied to the right buyer with a certain price. (Martin,2014) Successful products will satisfy the market as much as possible. It must be able to fulfil the promised function. There should be a clear and simple explanation of product advantages and functions to users and potential customers. Brand effect is another important function of the product. (Martin 2014)

B) Price: The second part of the marketing mix is the price, which reflects what product level is and service cost. Price is an important part of a marketing plan, it directly shows company's profitability and has a major impact on the entire marketing strategy, product sales, and future market demand. In addition, the setting of prices is particularly important, too low prices may means poor product quality and high prices may discourages consumers. The price setting depends on several factors: the price of similar goods, the company's operating costs and macroeconomic factors. The development stage of the market economy has a huge impact on purchasing power and demand. The pricing process requires research on competitor products to analyse the value of the product. Therefore, price consideration also should be taken into account that due to socio-economic and cultural issues, the results of the inspection vary in different countries, so the price of the product varies is by country. (Richter 2012, pp.35-40.)

C) Place: Place is the third part of the marketing mix and it represents the product pressing, sales place and its accessibility. The process of defining this location requires an in-depth analysis of the target market to find the best distribution channel and effective positioning.

Therefore, if the analysis method fails, the result may be bad because not all regions should have the same distribution strategy. The review and inspection should include a deeply search for the following questions: "Is the store satisfied with potential customers?", "Is an online store necessary?", "What is the sales and marketing strategy of the opponent?" And "What kind of sales team should organize?"(Richter 2012, pp.41-47)

D) Promotion: Strategies of Marketing communication and technologies are all promotional titles, included advertisements, promotions, holiday offers and social relations. It does not matter which channel has been used, it should be suitable for the products, prices, and end users that being marketed needs. The distinction between marketing and promotion is important because promotion is only the communication aspect of the entire marketing function. (Martin 2014) The final element of 4P is promotion. It mainly introduces consumers to product promotion strategies (such as advertising). Traditional advertising promotions include tools such as television, Internet and radio, as well as printing and paper-flyer. It is considered to be an important part of the marketing plan because it can increase sales and brand awareness. In addition, business tools, press releases, exhibitions and other public tools are also very effective. The basic problem of promotion is that because the sales representative's behaviour and attitude will affect the company's image, the sales representative's performance is very important. In promotional activities, marketers should not only consider the target sales, but also consider the different needs of customers in the market, because customer needs and preferences vary. (Richter 2012, pp.31-36)

The author summarizes this chapter by Business books and material from websites. Specifically, the marketing mix includes place, price, product and promotion. 4P's is playing a very important role in marketing plan because it defines the company's marketing foundation, and all further business activities will surround these 4 elements.

3.7 Branding strategy plan

Brand strategy is a long-term plan for brand development. (Gunelius 2016) Brand is an intangible asset and the company's image in society. Brand tells consumers what they expect from a product or service, that is the main reason why it plays one of the most important roles; it is also the difference between the same type of product with competitors. Corporate logos, company names, slogans and other visual effects will directly show the company's brand to customers. An effective brand strategy can improve the company's business areas and increase competitiveness; it also could positively affect consumer experience and emotions. (Williams 2016.)

Once the company starts to formulate a brand strategy, it should first determine the target group, market competition and capabilities, 4P plan, etc., its purpose is to let the company develop in the right way. In order to create a strong brand, the company must define the correct business objectives and ensure that the information and brand strategy are consistent. (Lake 2016.) Many times, if the company's communication style reflects the brand (for example, a brand aimed at young people should have more informal meetings than a brand aimed at

older customer groups), these methods could be able to treat the brand strategy as an effective Strategy. In addition, a strong brand strategy also needs to develop around emotional benefits. When customers consider themselves as a part of the overall business, this emotion will strengthen the relationship between the company and consumers. (Frederiksen 2016.)

3.7.1 Mission and vision

In the beginning, the mission and vision of the project were an indispensable part of strategic planning, because these statements could achieve the goals and determine the direction of the project. The mission statement should be short and clear, it also should express the company's purpose in a way of support and continuous commitment, then sets the company's operating plan and outline specific goals. A good mission statement can show the relationship between the company and its customers. On the other hand, the Vision Statement shows how entrepreneurs view the company's future and development. It can also motivate employees to create new ideas for the company's development. (Fernandez 2017.)

3.7.2 Tool for Strategic planning

In recent years, mature business tools usually have SWOT analysis, PEST tools and Porter's five forces analysis. They have independent modelling and different analysis types from each other. Entrepreneurs need to choose their own tools according to their needs.

3.7.3 PESTLE analysis

PESTEL analysis shows an acronym for tools which used to identify the macroscopic forces facing organizations. These abbreviated letters represent politics, economy, society, technology, environment and legal. Depending on the situation, it can also be reduced to PEST or some other sections can be added (for example, ethics). (Oxford College of Marketing 2019.)



Figure 3 describes PESTLE Analysis include: Political, Economic, Social and Technological, Environment and Legal.

A) Political: Government regulations and laws could affect the company's profitability and success to some extent. Basically, the company will consider all influencing factors, such as government policy, political stability, transparency, foreign trade policy, taxation, labour law, environmental policy, trade regulations, and education levels. For example, trade agreements between countries can have a significant impact on import tariffs. (PESTLE Analysis,2020)

B) Economy: The main external economic factors affecting the company include bank interest rates, currency exchange rates, inflation rates, unemployment rates, GDP and credit availability. These factors will affect the company's strategy, both in the long and short term. (PESTLE Analysis,2020)

C) Society: The social factors are mainly to analyse the market's socio-economic environment, and to consider the regional population characteristics, culture, customs, age distribution and the value of the population in the market. (PESTLE Analysis,2020)

D) Technology: Technological innovation may have an impact on the market, and therefore on companies involved. Technology plays a key role in the company's profitability and strategy. (PEST LE Analysis,2020)

E) Legal: The organization is aware of the legal laws and regulations that are legal in the territory in which it operates. Organizations also need to understand legal changes and their impact on business operations. These factors include legislation of employment, consumer laws, health and safety, trade laws, etc. (PEST LE Analysis,2020)

F) Environment: Usually, it refers to the environmental factors and the impact of the surrounding environment and ecology on the organization. The role of the environment in the modern economy is becoming increasingly important. These influencing factors include climate, recycling, environmental protection and sustainability.

3.7.4 Porter's five forces analysis



Figure 4 shows that Porter's five forces consists of Bargaining power of suppliers, Threat of new entrants, Threat of substitute, Bargaining power of buyers and Competitive rivalry. Therefore, it displays that four components are connected to the fifth one, Competitive rivalry

Porter's five competitive position analysis methods are simple frameworks for evaluating and evaluating the competitive strength and position of business organizations. The five forces determine the company's competitive strength and attractiveness in the market, and can also help the company determine the strength in the business situation. This helps to understand the power of the current competitive environment and where the company wants to enter. (Porter 1980)

In application, strategic analysts often use Porter's five forces to understand whether a new product or service has potential profitability. The theory can also be used to help companies understand their current strengths and weaknesses by understanding where the power is. (Porter 1980.)

- Supplier power: Used to assess the difficulty of suppliers in raising prices. The following reasons are the main driving forces: the number of suppliers with basic inputs; the uniqueness of the product or service; the size and strength of the suppliers; and the cost of replacing suppliers. (Porter, 1980)
- Buyer power: Evaluate how easy it is for buyers to lower prices. This is determined by the following factors: the number of buyers in the market demanding such goods; the importance of buyers; and the cost of buyers

replacing suppliers. Companies might be limited to one or a few large buyers because their acquisition volume is relatively large (Porter 1980)

- Competitive competition: Mainly depends on the number and capabilities of competitors in the market. Many competitors use price reduction methods to attract buyers, especially in providing indistinguishable products and services. (Porter 1980)
- Threat of substitution: If there are many generations of products in the market then it will undoubtedly increase the possibility of price increases and make customers switch to alternative products. This will reduce the supplier's strength and market flexibility. (Porter 1980)
- The threat of new entry: The profitability of the market attracts new entrants, which erodes profitability. Unless industry leaders have barriers in patents, economies of scale, capital requirements or government policies, profitability will decline to a competitive level (Porter 1980)

Summarizing Porter's five advantages analysis methods, it should be said that it helps to understand and obtain an overview of the market environment, thereby helping to define the company's marketing strategy. In addition, regulations, taxation, and trade policies have made the government the sixth force in many industries.

3.7.5 Sale Plan

The sales plan can influence the company's strategy. This strategy is mainly for the sales target, the strategy used to achieve the target and the available resources. The sales plan is an important process in any company because it can make all plans organized and make the company's financial status clear. (Baker 1999, pp.275-290)

The summary process of the sales plan should be based on the data and statistics of previous years, such as overall sales, customer habits, marketing strategies, pricing and market changes. Second, companies need to understand individual target groups in order to predict the number of consumers, their contact information and needs. In addition, the sales plan also includes a rigorous resource plan, including advertising, labour, cost of sales, equipment loss and promotional expenses. In addition, the sales plan should be in line with the actual production capacity, which includes sales personnel, promotion methods, products and market knowledge. (Baker 1999, pp.277-290)

It is necessary to create a sales budget after the sales plan is ready. The sales budget is the guide of the sales plan, usually there are three types of sales budget: optimistic, realistic and pessimistic. Those three different sales budgets could provide more options for the changing market and make the sales plan more flexible. The sales plan and budget should be revised regularly, usually it should be done in every six months or every year. The advantage of this is that you can find problems and correct errors in time, and improve efficiency. Therefore, the company should pay more attention to the length of the sales cycle will affect cash flow. (Baker 1999, pp.277-290)

3.7.6 Competitors and market analysis



Figure 5 describes Competitors Analysis include: Identify, On-Site, Backlink Profile, Competitor, Search Engine, PPC and Social.

Today, each country and each market have one or several competitors. As a result, modern companies are facing increasing challenges, so in order to obtain better sales in marketing and higher customer loyalty, the company should perform an analysis of its competitors. Analyzing competitors is an important part of a marketing plan because it can compare your strengths and weaknesses with your competitors and predict the impact of the analysis results on the company's future strategy. This assessment can make the company's products or services unique and differentiate from competitors, increase market shares and create new business opportunities for the future market. (Fleisher et al 2015, pp.1-15)

3.8 Financial Plan

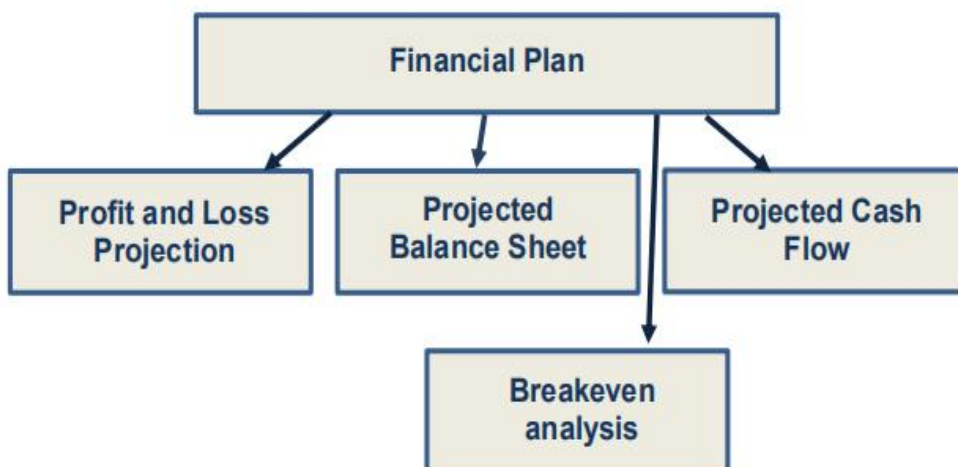


Figure 6 describes the four mainly consists of financial plan: profit and loss projection, projected balance sheet, projected cash flow and break-even analysis.

Financial planning is a tool and an important part of a company's business plan. Adequate funds can enable entrepreneurs to maintain their competitiveness and continue to develop in the future. (Investopedia 2017) Generally, the financial plan can examine the company's current financial situation and predict future financial performance. The purpose is to determine the capital structure and the company's operating status, so as to further understand the company's financial situation. In addition, the financial planning process also establishes financial policies to control cash flow; and to ensure that the company uses its financial resources in the most effective manner. The financial plan also shows the direction of the company's activities and analyses the impact of each behaviour on financial development and stability. In addition, the financial plan helps to display the investment ratio, (such as equity ratio, debt ratio), so as to clearly show the decision-maker to understand the company's current financial situation. (Boesch 2016.)

3.8.1 Income statement

The income statement is one of the three main financial statements used to evaluate the company's performance and financial status (the other two are the balance sheet and cash flow statement). The profit and loss statement summarizes the company's income and expenses generated throughout the reporting period. However, it does not show that the company is currently losing money or making a profit. The chart shows that the company is losing money but may own certain assets at the same time, or the assets bring additional value. (Abrams 2003, pp. 237-282.)

+ Sales revenue
- Cost of goods sold
Material
Labour
= Gross Profit
- Operating Expenses
Salary
Office rent
Marketing
= Income from operations (EBIT)
+/- Interest income/interest expense
- Depreciation
= Income before taxes
- Income taxes
= Net Income/loss after taxes

Table 1 Income statement example (Saimaa UAS. Financial Accounting and Business Game 2016) describes the income statement and calculations. Those expenses are subtracted from the budget sales.

3.8.2 Cash flow

The cash-flow statement shows the actual amount of cash the company has, but not its profitability. If the organization have no enough cash to pay the bills, workers' salaries or house rent, the company's future business development cannot be carried out. (Abrams 2003, pp. 237-282.)

In the cash flow assessment, it can clearly show the capital inflow and outflow, and it also shows the company's management efficiency. Monthly cash flow checks can determine the direction of capital outflows and predict different situations that may occur in the short term. (Abrams 2003, pp. 237-282.)

Income from sales
+ Sales in Cash
+Collections
+Total Cash from sales
Income from Financial
+Interest income
+Loan proceeds
Total cash income
Cash Payment
+Cash of Good
+Operate Expenses
+Loan Payment
+Commission
+Income tax payment
+Owner's draw
+Other expenses
Total Cash Payments
Opening balance
+Total cash income
-Total cash payments
Ending Cash balance

Table 2, Shows the Cash-Flow example. (Saimaa UAS. Financial Accounting and Business Game 2016)

3.8.3 Balance Sheet

The balance sheet shows the current overall situation of all assets and liabilities of the company. The significance of assets and liabilities in the statement is higher than the value brought by the business itself because it truly reflects the current status of the company. (Abrams 2003, pp. 237-282.)

Generally, assets include current assets (raw materials, inventory commodities, cash balances and accounts receivable), fixed assets (equipment, land) and then deduct mechanical depreciation. Liabilities include accounts payable, taxes, shareholders' equity and retained earnings. After calculation, the assets should be equal to the total liabilities. Businesses need balance sheets every month or quarter so companies write them every year. (Abrams 2003, pp. 237-282.)

Current Assets
Cash
Accounts Receivables
Inventory
Total Current Assets
Fixed Assets
Land
Buildings
Equipment
Total Fixed Assets
Total Assets
Current Liabilities
Accounts payable
Taxes payable
Accured payroll
Total Current Liabilities
Long-term Liabilities
Loan liabilities
Total Long-term Liabilities
Equity
Shareholders' equity
Retained earnings
Total liabilities and equity

Table 3, Balance Sheet example and components(Saimaa UAS. Financial Accounting and Business Game 2016)

3.8.4 Breakeven Analysis

Breakeven analysis is the final component of the financial plan, which determines the company's safety line based on total revenue and total cost (Madegowda 2006, pp.676-687). The break-even point is that income and expenditure are equal, which means that the company does not make money or lose money. The analysis defines the fixed and variable costs as well as the sales volume and price required to achieve balance. (Madegowda 2006, pp.676-687.)

Fixed costs	
Break Even point =	_____
(In units)	Sales price per unit – Variable costs per unit

Table 4 shows the break-even point obtained by dividing the fixed cost by the difference between the selling price per unit and the variable cost per unit. (Saimaa UAS. Financial Accounting and Business Game 2016)

3.9 Conclusion of the theoretical framework

A solid theoretical framework has been established after the thesis author studied the literature and data. This is also the basic theoretical structure of the business plan in reality. The author will follow the theoretical framework described in this chapter. The content of the following chapter includes marketing research, financial planning and marketing planning and so on. Marketing plans and financial calculations will be edited with reference to other mature examples.

Unfortunately, due to the prevalence of coronaviruses in Finland, many market studies cannot be carried out in a short period of time, and data cannot be accurately collected. So far, the author had to focus on financial planning and write Lappeenranta Business environment introduction as chapter 3.

4 Business Plan

4.1 Executive summary

The idea of bringing sharing bikes to Finland was from 2017. The headquarters of the business under consideration is located in Lappeenranta, Finland. The main business of the project is to establish an effective shared bicycle system in the urban area, and the development goal is "with our little power to make the world better". The initial plan for this subject is to promote the service to local university students and urban areas first, then expand to other Finnish cities after obtained good economic benefits. Now that sharing bike have appeared in Finland, next goal of the business is to bring it to other EU countries. In this way, the project has also achieved good market returns.

4.2 Market research

Lappeenranta has all the conditions and preparations for emerging markets, and local residents also have a high passion for outdoor sports too. Knowing the situation of business after talking with the representative from Lappeenranta Business department and also read some government reports, it can be seen that in recent years, number of tourists from Russia have been as usual, and the number of tourists from other Asian countries has increased year by year. Tourists prefer to experience the scenery of Finland in the countryside near lakes and forests. The feedback from tourists can tell that they want a more convenient and cheap mobility tool, but it must not be a car. Travelers prefer to spend more time on a relaxed and enjoyable journey than to spend time in the car.

4.3 Marketing strategy

The main services that sharing bicycles will provide short-term rental, long-term rental and monthly rental. if possible, it will also open up sales Bike-positions for advertisers to place their company logos. The SWOT analysis below will show the advantages of the project in detail. In addition, the tourism project in the city

of Lappeenranta is a good opportunity to develop bicycle sharing system. "Letting more people enjoy healthy and fast life" is the core of the whole project. The marketing plan is carried out through websites, leaflets and government promotion.

4.4 Finance

As mentioned in the previous chapter, the capital and technology required for the start of sharing bike in Lappeenranta are not high, mainly because the main body of the project (Bicycles) will be imported from foreign countries. This strategy would reduce the manufacturing costs and labour costs as much as possible. In addition, the technology skill of the App and its relative maturity, the cost of customizing an own App and App license has been greatly reduced. In the sharing economy system, the recycling of any item reduces costs and increases profits.

4.5 Risk and risk management

No project is immune from risk even if the preparation has been done carefully. Here are still risks that cause the project to fail. What kind of risks the company will face and how to deal with it? Those things will be challenges for every entrepreneur. It is necessary to identify those potential risks and try to control them enough early. Now there are many types of risks in business, but the most common are include operational, financial, strategic and legal risks (Blackman 2014). The author combines theory and summarizes the risks of share bike in the market

4.5.1 Operational risk

Operational risk is one of the most important risks that companies must deal with. Entrepreneurs need to know whether the market has sufficient demand for this business, competitions challenges, falling sales prices and rising raw material prices (European Best Practices in Bike Sharing Systems)

4.5.2 Property risk

When the company's financial work is abnormal or bank transactions are not accepted, there are financial risks. Financial risks can lead to accountability of shareholders or investors. Therefore, develop a reliable risk management plan to ensure investors' funds and thus gain credibility for entrepreneur projects. In theory, financial risks can be classified as capital, credit, and equity risks.

In sharing bike business, the highest property risk is concentrated on bicycles. To deal with bicycle damage or loss will become the main challenge for company.

4.5.3 Crime risk

The company must also look for criminal risks that could seriously affect our business. In the outside business, man-made destruction of bicycles and theft of property can be the main source of reputation and economic loss.

4.5.4 Weather risks

Weather is the most uncertain risk in the bike-sharing business. The weather in Finland varies greatly, with winter longer than summer. Nevertheless, the company can respond to the weather by providing different types of tires in summer and winter to reduce the losses caused by winter (European Best Practices in Bike Sharing Systems 2009.)

4.6 Products/Services

In the previous chapter, the author introduced the main services. In this section, the author will implement his ideas in detail. They mainly include three areas: short-term deposit, membership and long-term use. Because the market audience is different, users can choose one of the services freely. The author will not give customers specific advice.

4.6.1 Deposit and pickup

Most commonly, users can use one or two euro coins to release the bicycle from the locked terminal, and can only get the coins back by returning the bicycle. Such services are limited to universities and nearby communities. The reason is that because the deposit accounts for only a small part of the cost of the bicycle, it has little effect on preventing theft.

Although there is an increased risk of theft, such services are still set up to make students and some teachers more convenient. For example: if the student needs to go home because of an emergency but misses the bus, this project will be the first choice. In addition, for tourists who come to Finland. The project will introduce online payment methods. The user will be able to use the bicycle through their credit card pay or purchase buy hours card from Shops.

4.6.2 Membership

In this version of the plan, bicycles are stored in project-operated hubs or self-service terminals throughout the city, such as schools, train station, and lake-sides.

First, users need to upload their personal information through registration and pay a deposit of 99 euros according to the plan. The deposit is required to ensure the company's interests and necessary security. In addition, users can cancel membership and get back the deposit at any time. However, the company will not refund the deposit if the bicycle is intentionally damaged during use.

Users registered in the program can use their membership card (obtained through the App) on any hub and start using the bicycle in a short time. In the current promotion plan, the first half-hour is free.

4.6.3 Long-term user

The author believes that everyone has had the experience of own bike being stolen or someone who around you had been lost their bike. And here has a

good suggestion to rent a bicycle for a long time, especially for those people who like to ride a bike. Those good advantages include: saving the cost and time for maintaining the bicycle, avoiding the risk of the bicycle being stolen and the purchase for buying a bicycle. The beginning of this service stems from "Dutch bicycle city plan", almost everyone chose a healthier and low-carbon way to work or go to school. In Lappeenranta, there are many people who like sports, so it can bring a considerable market for this service.

4.7 SWOT- Analysis

As can be seen from Figure 6 below, the project has many advantages, which are essential for the successful operation of sharing bike. According to the market research carried out, at present it is only necessary to find a suitable location near the universities, schools, central railway station, tourist attractions and some local communities to install bicycles.

On the contrary, those weaknesses may affect the business activities of the project. This weakness is due to the local population and the process of promoting the services. These factors will take a long time to resolve. In addition, the long-term winter environment will consume a lot of bicycle life, which negatively reflects sales revenue.

At the same time, companies are always under pressure in the external environment. One of the opportunities is to cooperate with the government and participate in the Lappeenranta tourism market.

<p>Internal environmental factors</p> <p>External environmental factors</p>	<p>Strengths</p> <ol style="list-style-type: none"> 1. Convenient 2. Innovative (Appication, website) 3. Private 4. Resource saves 5. Fashionable and Healthy 6. Monopoly 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Easily effected by weather changing 2. Low population 3. Large demand of land
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Financial support 2. City slogan 3. Cooperation 4. Advertisement 5. Growth opportunity 	<p>S1O4. Customers can be easier and faster to their destination, and provide advertisement on bikes that people can see the slogan everywhere.</p> <p>S6O5. Only one competitor of share bike in <u>Lappeenranta</u>, it's the chance to grow up fast during initial stage.</p>	<p>W3O1. Company should set up enough stations, the range should be wide. Company should planning to cooperate with Local government. The budget would be a huge amount.</p> <p>W2O5. The low population will effect growth opportunities. Population in <u>Lappeenranta</u> is much less than population in Helsinki.</p>
<p>Threats</p> <ol style="list-style-type: none"> 1. Weather issue 2. Lost by stolen 3. Potential competitors 4. Public transportation 	<p>S2T4. Company have to set up application of cell phone and also website. It will show is there any free bike to ride and which station is closed to the customer.</p>	<p>W1T1. The biggest problem is weather issue. Summer and winter bike tires are necessary.</p>

Figure 7 SWOT - analysis of Sharing Bike in Lappeenranta.

4.8 Marketing Research

In order to determine the future development prospects and plans of the market, the author conducted a serious market research. It is necessary to conduct interviews with different relevant persons. The author interviewed the Director of the Russian Tourism Agency and the business representative of the city of Lappeenranta. These people are concerned about new investment projects and have strong interests in business projects.

For the sake of confidentiality, the interviewees did not authorize the authors to disclose their names and titles. The author will describe the details of interviews

at the end of the paper. At the same time, due to the influence of COVID-19, the meeting originally scheduled for Finland was forced to be canceled and replaced by a telephone conversation.

The data collected during the interview is reliable and relevant because the interviewees provided the Lappeenranta Traveller's Manual from 2015 to 2018 as evidence, those could provide researchers with reliable business information and prove the project's prospects to potential investors.

The main evidence includes:

Lappeenranta events and weekly program for summer. After a rough calculation, there is an average of seven activities in the summer regarding cycling. In 2015, Lappeenranta spent 1.5 million euros to upgrade bicycle lanes, which accounted for 15% of the total municipal investment that year. Lappeenranta was selected as the 2015 cycling city of Finland by the National Bicycle Association. The author was also informed that Lappeenranta's main bike lanes, cycling plans, and cycling maps were fully planned in 2016. From Page 7, the author observed that three bicycle rental companies were also established in 2015. They are Pyora Expert, Sataman Loiste and Sandcastle Tourist Information Point. (VisitLappeenranta Tourist Info 2015, pp.6-10)

4.8.1 Market analysis

To perform the market analysis is for formulating marketing strategies more effectively. Carrying out market analysis is for the project to effectively formulate marketing strategies and control costs so that the project can be as profitable as possible. The results of the analysis contain extensive information and will play a role in the business implementation phase. The market analysis mainly includes SWOT analysis charts, understanding and analysis of the target market, competitor analysis and so on.

4.9 Financial Plan

This financial calculation is based on the related expenditures of similar projects in other European countries. According to estimates, the initial cost of establishing a shared bicycle system is approximately 17,500 Euros. This project is not a complex engineering project and does not require higher technical support.

<i>Project</i>	<i>Price</i>	<i>Quantity</i>
Bike costs	60€	100
Transportation costs	10€	100
Research and development APP	2000€	1
Registered company	0€	
After-sales service, Bicycle maintenance	2100€	1
Hire employees, advertisements	3000€	1
Office Rents	3000€	1
<i>Total</i>	17100 €	

Table 5, Basic costs for build Shared bike system in Lappeenranta

Because of the size of the city's population, the author does not believe that excessive investment is beneficial. For business and profit, too much investment means a burden, so the author has drawn up a currently viable business profit chart.

a) First, the customer needs to pay a deposit of 99 euros (the deposit can be refund at any time). If required, customers can also choose to purchase insurance at a premium of 60 euros. (The purpose of insurance is that if the bicycle is damaged and a cycling accident occurs, the insurance company will pay compensation.)

b) The project can get 9900 euros from the deposit. In addition, the sum of insurance and cycling income and the total deposit, the results and investment funds are basically the same. In this way, the project can recover costs in a short period of time, and then continue to use the income fund to expand investment

<i>Category</i>	<i>Fee</i>
Social,staff,adult	1.5€/h, 10€/day, 40€/month
Students	1€/h, 6€/day, 20€/month
Minor (12-17years old)	0.8€/h, 5€/day, 10€/month

Table 6,includes Price, service group and time.

4.9.1 Income statement

Temporary business confidential information.

4.9.2 Break-even point analysis

Temporary business confidential information.

4.9.3 Cash-flow analysis

Temporary business confidential information.

4.9.4 Balance sheet

Temporary business confidential information.

5 Summary and discussions

The purpose of this thesis is to prepare a business plan for the establishment of a shared bicycle in Finland. This plan creates a reasonable framework with extensive marketing and financial data. The author of this thesis attempts to summarize and combine many sources of information. The key concepts are crucial, but the power of the network cannot be ignored.

Strategic and financial planning is the most important part of empirical research. If the project wants to be implemented, it must be a financial plan. In terms of the author's experience, the government's tenure and Asian background have played a role in the entire paper process. At the same time, the author combines Asian business models with European business models as much as possible, and conducts interviews and discussions with relevant personnel on visible issues. These practices greatly enhance the credibility and correctness of the theoretical part of the paper.

During the research, the author's original interview plan was put on hold. The author believes that the guidance of industry insiders will analyze and choose the guiding ideology and methods of research in the theoretical part of this article. Unfortunately, due to the situation of COVID-19 in Finland, all meetings were canceled or changed to remote-meetings.

The study investigated the interest and emotion of Finns in sports. The important information includes the results and people's expectations, and the project will also formulate marketing strategies and project implementation methods based on the survey results. The significance of the project selection to cooperate with the government is to integrate it with the government's tourism plan and green city plan. Lappeenranta's geographic location is very good, a large number of Russian tourists come to visit each year, and the number of Chinese tourists is also increasing year by year. Based on these considerations and also on the basis of research results, the author attempts to satisfy all customers and set prices. It is a flexible and changeable plan, which can attract more customers in the future while providing high-quality services.

The bike-sharing plan is currently the most direct manifestation of the sharing economy, because sharing can avoid a lot of trouble, for example: theft, repair and maintenance issues. In contrast, the investment in the project is small, and the benefits are visible. Our competitive advantage lies in intuitive manoeuvring and flexibility.

All in all, the goal of the thesis has been achieved and the author has reached the required conclusion. The author gained a lot of new knowledge when writing the thesis, and also gained a lot of important information in the telephone interview. These will be used for the actual implementation of the project. The author made this business plan after hard work and repeated certification.

Figures

Figure 1 Location of Lappeenranta	12
Figure 2 Marketing Mix	17
Figure 3 PESTLE Analysis	20
Figure 4 Peter's Five Force	21
Figure 5 Competitors Analysis	23
Figure 6 Financial Plan	24
Figure 7 SWOT-analysis of Sharing Bike in Lappeenranta	32

Tables

Table 1 Income statement example	25
Table 2 Shows the Cash-Flow example.....	26
Table 3 Balance Sheet example and components.....	27
Table 4. Breakeven point calculation formula.....	28
Table 5. Basic costs for build Shared bike system in Lappeenranta....	34
Table 6.includes Price, service group and time.....	34

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Appendix list

Appendix 1. Remote-Interview questions list

- 1. Have you ever held a bicycle race in Finland? How would you estimate your experience?**
- 2. What do you think about the selection of bicycle cities in 2015?**
- 3. Could prices affect citizens' choices? What is your opinion?**
- 5. What do you think about public bike sharing program? Will the program benefit many people in the future?**
- 6. What another bike services would you like to have? E.g,**
- 7. Describe an ideal bicycle popularization plan.**