

Executive Summary

This report summarizes the strategic decisions made by Gepard, a U.K.-based bicycle company that sold bicycles for six years and grasped an owner's equity of over £1.3million. Gepard has demonstrated success by breaking down 6 years of operations into the different decisions it made, the reasons they made those decisions, and the business cycle in which each decision was made. This report provides insights for other entrepreneurs to understand the business decisions Gepard made and the reasons they made them. Entrepreneurs were enabled to learn from failures, use new strategies, and become resilient through academic business models and theoriesFurthermore, the report shows how each decision affected all resources. The market share of the company was 27% by the end of year 6.

You can find all of the future endorsements for the company in conclusion alongside a historical look at all 12 quarters in the appendix. These recommendations include focusing on other sectors, investing in R&D, and increasing in-house production.

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1. Introduction

According to the Wall Street Journal (2016), business partners should complement one another's personalities and skills in order to reduce the chance of conflict within the company. The Gepard bicycle company consists of five entrepreneurs who each contribute expertise and knowledge in different areas of business.

In Italian, Gepard means “cheetah”. This company name comes from the word "Gepardo". Lamborghini, an Italian a vehicle manufacturer, has a brand that its buyers connect with speed, according to study that the strong association that customers have with a brand has a positive impact on sales of the brand's products and longevity (Docherty, 2011). We want our brand and product to be known for one key attribute: speed. The name of the company reflects this commitment.

Providing the highest quality bikes to customers is the vision of the company. To achieve this success, there were very strict objectives that the company needed to meet.

- Improve revenue to £1M
- Increase the sales count by 1500
- Improve the customer service from fair to excellent (70%)

Additionally, the company introduced new products for market penetration and product development. A visual representation of the KPIs is provided below to help you understand the company's performance. To gain a better understanding of the industry we would be entering, members of our team held a business planning meeting. This report begins by highlighting the business models that we used to run our company over the past five years. Following that, the years 3-6 are broken down each into key decisions and then evaluated at the end of the report.

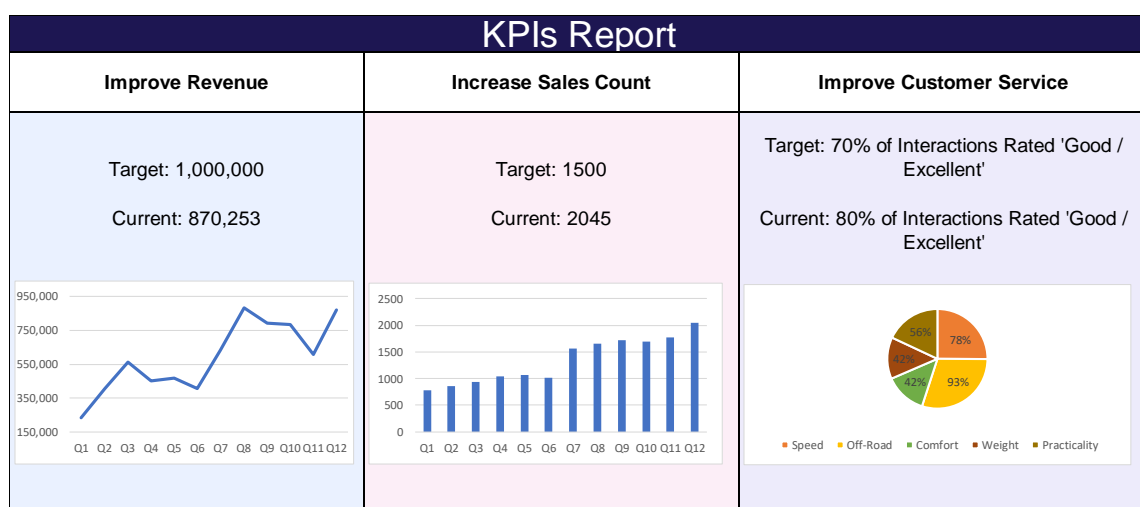


Fig 1: KPIs Report

(Source: Created by the learner)

2. Business Model

As part of a business model, companies demonstrate that all aspects are interdependent and contribute equally to creating something of value (creating what customers want or need) (by selling their value proposition to clients). Rikula, T. and Puhakka, M., (2021) describe value similarly in terms of “value creation, delivery of value, capturing value, and creating value”, and there are hundreds of derivatives. As the framework through which we explained each piece of the business and assessed each year, Osterwalde's Business Model Canvas (2010) was utilised throughout the report. This helped to develop a shared understanding and consistent language.

Gepard Business Model Canvas				
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none">• Suppliers• Customers• Bank• Friends and Family	<ul style="list-style-type: none">• Design• Production	<ul style="list-style-type: none">• Reasonable and satisfactory price range• Efficient product• Speed• Comfort• Practicality	<ul style="list-style-type: none">• Web and Print Advertising• TV & Radio Adverts• Direct Marketing• Public Relations• Exhibitions• Social Media	<ul style="list-style-type: none">• Companies• Family and Friends
	Key Resources		Channels	
	<ul style="list-style-type: none">• Location and operations• Raw material• Advertisement and marketing		<ul style="list-style-type: none">• Local paper• Trade Magazine	
Cost Structure		Revenue Streams		
<ul style="list-style-type: none">• Bank loan• Fixed and variable costs• Supplier costs• Location costs• Production costs		<ul style="list-style-type: none">• Income of the amount cycles sold (Sales)		

Fig 2: Gepard Business Model Canvas

(Source: Created by the learner)

3. Year 1-3

The company has established a solid platform for developing its market position after three years in business. The customer demand is far exceeding our current production capacity, giving us a chance to increase our turnover. The level of our internal technology has been raised significantly due to significant investment in R&D. Our investment in StreetSmart will be used to upgrade the product in the near future, which was developed using older technology.

Based on the feedback received from our Focus Group Research, we are confident that our launch product (StreetSmart) will maintain competition with Cameron Cycles, which also operates in the Road Commuting section. Since StreetSmart was launched in Y1Q3, the market share and profits have grown significantly. StreetSmart's primary selling point is 'The Best Price', so our ongoing strategy must remain in line with the message we convey through our promotional strategy. The following is a detailed summary of the company.

Summary Data		
Virtual Market A		
Years Trading		3 yrs
Market Share		12%
Sales Value		£226,202
Human Resources		Employees 10 Contractors 0.6
Cash		£139,001
Net Profit		£28,220
Net Assets		£243,816
Morale		97%

Fig 3: Summary Data for StreetSmart

(Source: Simventure.co.uk, 2022)

4. Analyzing decisions from Year 4-6 (Simulating)

4.1. Team building and assigning the roles

Today, agile methodologies- which represent a radical shift from command and control-style management and involve new values, principles, and practices can be found across all types of industries and even in the C-suite (Rigby, Takeuchi, and Sutherland, 2022). We have assigned each member of the group a role, and we have provided a communications plan so that it will be easier to communicate. Below you can see more information about the communication plan. Agile methods allow teams to solve problems step-by-step while coordinating the temporary results with the customers during a very short period of time. This method is often chosen due

to the fact that the user or customer of the project can only obtain general results at an early stage of project development (Thesing, Feldmann and Burchardt, 2021).

Description	Objective of communication	Frequency	Medium	Target Audience	Owner
Status reports	Summary of issue and resolutions	Monday, Wednesday, Friday	Online Meeting and Face to face	Team members	C.E.O(S.S.N)
Financial functions and Location Handling	Financial functions such as borrowing, credit control and equity are handled here as well as relocation.	Tuesday, Thursday	Face to Face and Email	Stakeholder, Bank, Landlord	Organisational Director(S.S.N)
Production &Quality Control	Coordinate how your company manages the process of purchasing components and manufacturing its products.	Daily	Online Meeting and Face to face	Sales Channel, Purchaser	Operational Director (V.C)
Market Research & Branding	Research the market to determine which product designs you'll offer to which segments.	Tuesday, Thursday	Online Meeting and Face to face	Customer, Sales channel	Sales & Marketing Director(S.V)
Product Technology & Design	Develop new products and deploy research staff to create technology to deploy in them.	Friday	Face to Face and Email	Customer	R&D Director(B.G)
Budget planning	Supporting senior stakeholders on all business reviews. Managing the budgeting, forecasting and long-term planning process. Generating reports & analysis to assist in decision making.	Daily	Face to Face and Email	Operational & Sales & Marketing	Financial Director (A.S)

Fig 4: Communication Plan for team

(Source: Created by the learner)

4.2.Understanding the Market

About 30K people are potential road bike customers, and each of them buys a bike once a year on average. According to the Segment Research Report, the market is segmented into five subsegments. The specific purposes these bikes are meant for are met by five attributes: Speed, Off-road, Comfort, Weight, and Practicality. Road bikes have a primary feature of speed, with other attributes varying with how they are used. Demographic research reports provide detailed information on these characteristics, such as how customers respond to certain types of promotions and which Sales Channels they prefer.



Fig 5: Demographic research reports for StreetSmart

(Source: Simventure.co.uk, 2022)

We commissioned two pieces of market research in Y3 Q3: a "competition" study and a "customer segments" report. According to the competition report. The team regarded this as a feasible industry to join and opted to create bicycles for the road commuting market after seeing that road commuting was the second largest sub-segment with a 47 percent share of the entire bicycle market.

Sub-Segments	
Road Commuting	47%
Road Racing	1%
Road Leisure	26%
Road Fitness	3%
Road Touring	24%

Fig 6: Sub-Segment reports for StreetSmart

(Source: Simventure.co.uk, 2022)

The segmentation study report assisted us in determining which demographics were most likely to purchase a road commuting bicycle.

Sub-Segment: Road Commuting	Demographics	
People using a bike to get to work, normally in a city environment. Given the need to carry clothing and other items needed for the day at work, practicality is a major priority. Comfort is also important as arriving wet and tired is not a good idea. Speed is less of a priority because of the stop start nature of city traffic and weight is also of little importance because cities tend to be fairly flat. Price needs to be fairly modest due to the risk of the bike being stolen during the day.	Students	23.53%
	Young Single Workers	35.29%
	Teenage Families	11.76%
	Young Families	23.53%
	Working Families No Children	5.88%
	Early Retirees	0.00%
23.99% of total market		

Fig 7: Demographics reports for road commuting

(Source: Simventure.co.uk, 2022)

Out of 23.99% of the total market share, we decided to target Young Single Workers, who accounted for 35.29% of those likely to purchase a road commuting bicycle.

4.3. Monitoring the Competition

According to this excerpt from our latest Competition Research Report, the company has established itself on the market after 3 years. Since Cameron Cycles also targets the "Road Commuting" market segment, we have significantly reduced their market share. Our product specification is superior to theirs as well as our lower price will have attracted their customers'

attention. While StreetSmart performs well in the Leisure and Touring market, we must keep a close eye on competition advances as they emerge.. This will inform our strategy as we move forward, and we fully expect to see our competitors' product offers reviewed at some point in the near future.



Fig 8: Competition research reports for StreetSmart

(Source: Simventure.co.uk, 2022)

The "Competition study" report supplied us with information on the competing firms in each segment of the bicycle industry. It provided us with particular information regarding the competition's market share, allowing us to discover possible market opportunities (Tarigan, Z.J.H. and Siagian, H., 2021 2). When this competition was examined in further depth, Cameron Cycles only controlled 9.47 percent of the market share in road commuting, despite the fact that a significant number of individuals purchased bicycles for commuting purposes.

	A	B	C	D	E	F	G	H	I	J	K	L	M
3		Market Share	Primary Segment	Secondary segment	Speed	Off Road	Comfort	Weight	Practicality	Price	Selling Point1	Selling Point 2	Selling Point 3
4	Cameron Cycles	9.47	Road Bikes	Road Commuting	60	30	50	50	60	650	the best price	excellent comfort	excellent practicality
5	Fitbike	15.1	Road Bikes	Road Fitness	72	30	45	70	45	700	excellent speed	excellent comfort	not selected
6	Outbound	26.62	Road Bikes	Road Leisure	58	45	60	35	50	550	the best offroad	excellent comfort	not selected
7	RaceRapid	10.89	Road Bikes	Road Racing	80	35	40	80	31	850	the best speed	the best weight	not selected
8	Explorer	18.11	Road Bikes	Road Touring	60	30	64	50	70	750	the best practicality	excellent comfort	not selected
9	Background Companies	19.8											
10													

Fig 9: Competitors study report

(Source: Created by the learner)

The following findings were reached after the committee examined the product specifications of all of the bicycle companies given below:

- Two of the other five businesses provided more comfort than Cameron Cycles.
- One firm provided more functionality.
- Their speed was their strongest characteristic., despite the fact that speed was not seen as a key attribute for road commuting bikes.

4.4. Monitoring Sales

We monitor the impact of our sales and marketing using market research reports and our own records. We currently target the Road Commuting sub-segment, but we also serve other segments as you can see from this recent report. It is a wider demographic spread, with students and early retirees notably absent. We also use the quarterly reports to identify which of our Sales Channels generate orders. Our current marketing strategy, although reasonably effective, needs to be re-evaluated in the near future.



Customer Research Report
Date: Y3 Q4
This data relates to customers buying your product(s) in Y3 Q4 only.

Sub-Segments		Demographics		Promotions	
Road Commuting	44%	Students	6%	Print Adverts	20%
Road Racing	1%	Young Single Workers	28%	TV & Radio Adverts	43%
Road Leisure	27%	Teenage Families	25%	Public Relations	37%
Road Fitness	2%	Young Families	18%	Direct Marketing	0%
Road Touring	26%	Working Families No Children	19%	Exhibitions	0%
		Early Retirees	3%	Social Media	0%

Fig 10: Customer research reports for StreetSmart

(Source: Simventure.co.uk, 2022)

5. Analysis of Year 4

We looked at business strategies in the manufacturing industry since our business would primarily focus on producing bikes for sale. "I operational excellence (focusing on being the best in the industry in terms of price and convenience)," "ii] customer intimacy (focusing on specific target markets and tailoring the product/service to the client's needs)" were suggestions for manufacturing enterprises in their early stages, according to Treacy and Wiersema (1993). (p. 84). Sales should be double the current number by the end of the year. To be the industry leader, we must understand the competition and what customers need.

5.1. Organisation

During this year, we envisioned we would need to hire a lot of employees, and we spent a lot of money on various things. Five new workers and one new contractor were employed with the purchase of 12 units of equipment. For the next four years, we will not need to have more workers and equipment than those who are efficient. In terms of long-term and short-term balance, temporal imbalances are the greatest threat to sustainability. Firms are increasingly short-termistic (Bansal and DesJardine, 2014). As a result, 11 units of equipment had to be sold, while 4 employees were rendered redundant, and one contractor was laid off. Since there will be a lot of new projects in the next few years, we have given the employees training from keeping their skill up to improving gradually. Due to the fact that our overdraft limit of £25000 exceeded, we had a lot of cash loss, so we took out a bank loan of £"150,000" for 5 years at 6 % interest, and our overdraft limit was increased to £"50,000".

5.2. Operations

In operation our plan to get a sales order of 850 by the end of the year so we have upgraded our machines to standard automation which has given us a production efficiency of 200%. We have increased our batch size so that effort will be recured to give us max productivity. The cycle's quality check was none; we didn't want to jeopardise the quality provided to the client, therefore we performed a standard check. To be sustainable we have changed suppliers from Billings to Wiliams. After a year we have got an order sale of 1015 which is more than the expectation.

5.3. Sales and Marketing

As we got lots double up the sales we need to increase the marking so we employed 1 new worker and the promotion were given as per the report so we have increased the hours in social media and the sales channel visit also increased so that we can enter into the new market before the second product is launched. As the product is known to the market we have changed our selling point to best speed, comfort, and practicality. For launching a new product we have conducted all the market research like Focus group, Demographic, etc.

5.4. Research and Development

This year we don't have any new product to introduced so we have improved the existing cycle by proving more hours to gell all 5 attributes. This helped to increase about 26 % of all the attributes and we are currently at level 3.






	Attribute	Current Level	Effect	Progress to next Level		Hours this Quarter
	Speed	3	+60%	Current	<div><div></div></div> 26%	9
				Projected	<div><div></div></div> 26%	
	Off-Road	3	+60%	Current	<div><div></div></div> 26%	8
				Projected	<div><div></div></div> 26%	
	Comfort	3	+60%	Current	<div><div></div></div> 26%	9
				Projected	<div><div></div></div> 26%	
	Weight	3	+60%	Current	<div><div></div></div> 26%	8
				Projected	<div><div></div></div> 26%	
	Practicality	3	+60%	Current	<div><div></div></div> 26%	8
				Projected	<div><div></div></div> 26%	

Fig 11: Product Technology reports

(Source: Simventure.co.uk, 2022)

5.5.Review of Year 4

In Year 4, we achieved a profit of £57880 as predicted. Due to low stock levels, we were unable to satisfy orders, resulting in lower sales in the first two quarters, which caused us to increase production, resulting in a loss of profit. As Clarysee and Kiefer (2011) note, it is natural for start-up businesses to not immediately generate profits due to the expense of getting the business up and running, and the small revenue generated in the first stages of the business. Billings components were more expensive to buy, but we focused on building a long-term relationship with our supplier.

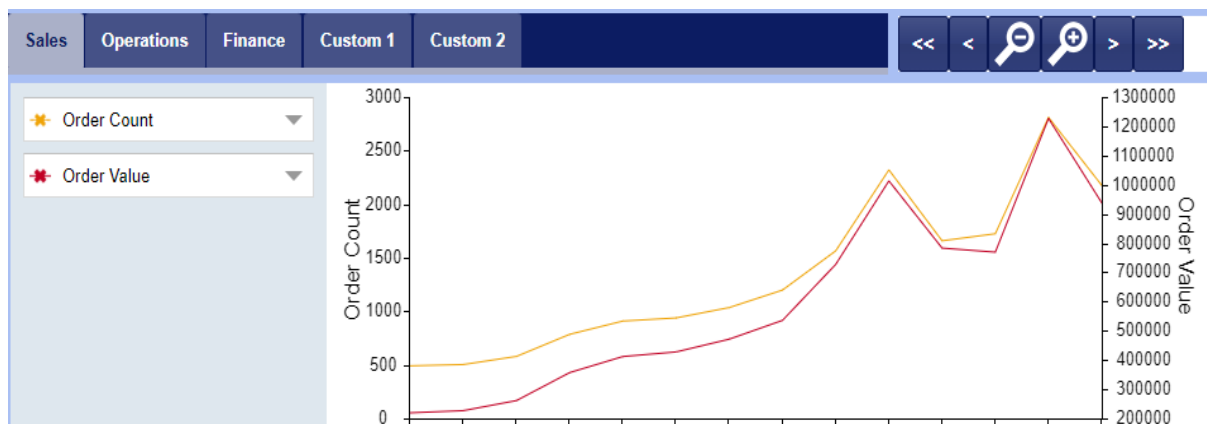


Fig 12: Sales Chart (Order Count Vs Order Value)

(Source: Simventure.co.uk, 2022)

As a result of the investments in our technology department, we forecast to build 1800 bikes next year and produce them at 33.65. As part of this review, the bank agreed to lend us more money in Year 5 if we needed it based on our incremental sales every quarter

6. Analysis of Year 5

6.1. Identification and reasoning the strategic position

In determining the company's strategic positioning, a detailed Value proposition canvas was created to guarantee that the service is positioned to cater to which client values and demands. Strategy has been highlighted as a critical organisational subsequent component because it offers a long-term roadmap for management to mount and steer all operational operations toward the attainment of a common goal (Whittington et al., 2017).

Based on the investigation, management determined that the market has the potential for differentiation strategy by catering to high-end clients and delivering perceived value to their quality expectations by developing perception of value. Thus, there are opposing ideas that the best or most selected competitive strategy for motorcycles in the long term is "cost leadership," but firms may earn qualitative benefits in the near run through differentiation strategy (Riva, A. and Pilotti, L., 2021).

According to the market study, Gepard's business strategy is market penetration, with an emphasis on increasing market share while remaining in the same areas. Thus, only in the beginning, during Q2 and Q3, two judgments were taken that deviated slightly from the market expansion plan. In fact, entering the road leisure market with a product development approach. In addition, management ensured that the firm's business decisions were aligned with the market penetration strategy and targeted all three means of expanding market penetration as boosting sales to current customers, attracting rivals' customers, and attracting non-customers to the company (Cao, G., et.al., 2021)



Fig 13: Ansoff Matrix

(Source: corporatefinanceinstitute.com, 2022)

6.2.Value Proposition

A valuable product should be built so that businesses may sell it.By analyzing our segments and competitors, we were able to determine the company's "opportunity gap" and formulate our "value proposition" (Barringer and Ireland, 2016). Our team discovered a specialised market.. In their 2016 study, Barrett and Ireland found that product gaps could represent successful opportunities for businesses (p.75).

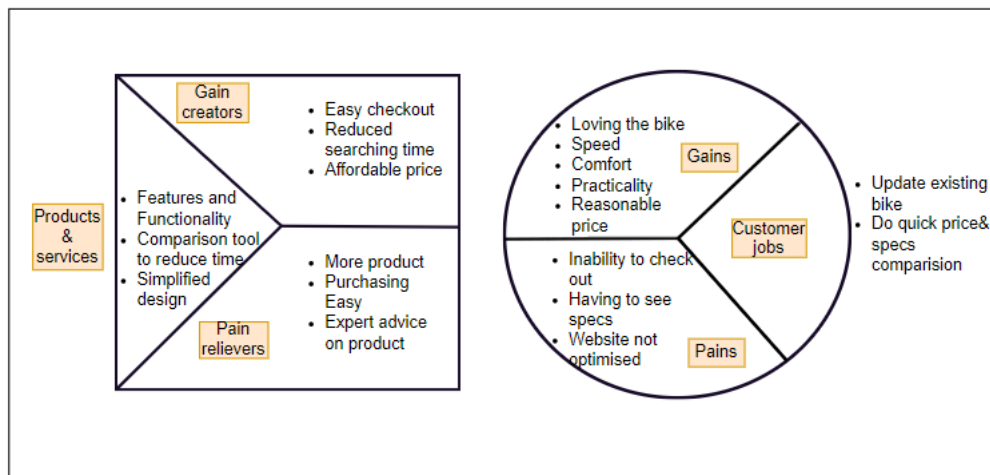


Fig 14: Value Proposition Canvas

(Source: Created by the learner)

The company focused on refinements to the design specification in Y5 Q2 to make the bicycle more comfortable and practical as a result of market research.






Explorer					Sustainability:	Average
Attribute	Components	Design Time (hrs)	Production (hrs)	Tech Level	Score	
 Speed	<div><div></div></div> 4.6	<div><div></div></div> 36	<div><div></div></div> 2.3	2	51	
 Off-Road	<div><div></div></div> 4.6	<div><div></div></div> 36	<div><div></div></div> 2.3	2	51	
 Comfort	<div><div></div></div> 4.6	<div><div></div></div> 36	<div><div></div></div> 2.3	2	51	
 Weight	<div><div></div></div> 4.6	<div><div></div></div> 36	<div><div></div></div> 2.3	2	51	
 Practicality	<div><div></div></div> 4.6	<div><div></div></div> 36	<div><div></div></div> 2.3	2	51	
Totals	23.0	180	11.5			

Fig 15: Explorer Design

(Source: Simventure.co.uk, 2022)

6.3.Focus Groups

As a result, we knew exactly how much clients were ready to spend for a comfortable, practical bike produced using innovative processes. Focus groups offer the advantage of giving feedback on how their thoughts and feelings about products such as price and quality (Krueger & Casey, 2015)

Price Range	Proportion
500	7%
520	16%
540	4%
560	0%
580	16%
600	5%
620	18%
640	0%
660	4%
680	2%
700	14%
720	0%
740	0%
760	13%

Fig 16: Price Range for Explorer

(Source: Simventure.co.uk, 2022)

6.4.Demographics Report

To deliver the right marketing campaign to the right customer, we also commissioned a "demographics" report in year 1. We are targeting in our first year primarily Young Single workers who respond to TV & radio ads as well as public relations campaigns through social media.

Promotions		Sales Channels	
Print Adverts	50%	Direct	70%
TV & Radio Adverts	70%	Small Retail	50%
Public Relations	70%	Large Retail	50%
Direct Marketing	40%	Web Retail	80%
Exhibitions	60%	National Distributors	50%
Social Media	80%	Export Distributors	100%
		Bike Companies	50%

Fig 17: Demographics reports for Young Single workers

(Source: Simventure.co.uk, 2022)

6.5.Promotions

Research shows that constant promotion of your product over time diminishes its effectiveness, so we kept our promotional budget low initially. The saturation effect has been labeled as such. "Saturation is a simple measure of how much advertising is being consumed by a specific market". Due to this, we offered promotions aimed primarily at young single workers.

	Web and Print Advertising	Count: 6 Size: Small	Hours: 16 Cost: £2,400
	TV & Radio Adverts	Count: 6 Size: Small	Hours: 150 Cost: £30,000
	Public Relations	Count: 5 Size: Small	Hours: 125 Cost: £25,000
	Direct Marketing	Count: 0 Size: Small	Hours: 0 Cost: £0
	Exhibitions	Count: 5 Size: Small	Hours: 13 Cost: £2,000
	Social Media	Count: 10 Size: Medium	Hours: 67 Cost: £10,000

Fig 18: Promotion reports

(Source: Simventure.co.uk, 2022)

6.6.Financial

We took up a £"150,000" loan from a local bank to design and build the Explorer. This assured that we had enough cash on hand to cover the hefty costs of creating the initial batches of the Explorer. We investigated crowd funding, venture capital, and angel investments, but we determined that control is better and that we do not want to report choices to shareholders. There are advantages and disadvantages to any form of funding. A major benefit of borrowing from the bank would be that you would retain control over your business, but you would run the risk of losing the money rather than spreading it.

6.7.Human Capital

Having lacked the skill to produce the first bike design in house, our solution was to use external contractors in the short term, and to train and develop new staff so that we can eventually manufacture them ourselves. The firm invested more time and resources into recruiting top-notch employees, when necessary. The cost of hiring such individuals was higher. However, not using agencies saved a lot of money. The hiring process took longer because we advertised. As a result of careful planning, though, we were able to anticipate when the business would grow and invested in human capital accordingly.

6.8.Analysis of Year 5

Using Porter's Five Forces model (1980), we know that suppliers exert pressure on their customers to diminish profitability. To achieve this, we intended to invest in in-house technology and research once the business was established and stable, rather than having low power and high supplier power.



Fig 19: Porters Five Forces Model

(Source: Jankalová, J.K.M., 2021)

As a business, we saw our first quarter with a positive cash flow in Y5. On top of that, our sales doubled, going from £"139,001" to £"325,207'. Bringing supply and demand together created economies of scale. Because of this strategy, our staff were able to build higher-quality motorcycles, so we increased our investment in R&D departments.. The staff had already

developed a new bike called the Explorer, which had 23 fewer components than the first bicycle. As a result, our operating costs would be further reduced.

6.9.Review of Year 5

We made £"107,710" in profit in Year 2 as predicted. Our first design was still under development and we were still using contractors to produce our products. Since we had been promoting the products consistently over the last year, As a result of assessing our strategy, our company's behaviours as a whole must alter. The term "marketing mix" refers to the efforts taken by a firm to advertise its goods in the market, which include pricing, product, promotions, and locations.



Fig 20: 4P Marketing Model

(Source: Tunio et al., 2020)

In year three, we reduced our price to attract more clients since we developed the bike to be the most comfortable and practical on the market. With the aid of social media, PR, and television, we reached out to our core target population (single workers) (single workers). Because our items could only be purchased directly from us, we sought to develop sales channels through which our target market would acquire our product. Our sales increased steadily during the second year.

	Y5, Q1	Y5, Q2	Y5, Q3	Y5, Q4	Total
Sales	£479,751	£475,907	£748,093	£782,962	£2,486,713
Cost of Sales	£163,130	£152,231	£249,003	£237,267	£801,631
Gross Profit	£316,621	£323,676	£499,090	£545,696	£1,685,082
Interest Received	£1,394	£1,593	£1,325	£2,150	£6,462
Other Income	(£62)	£0	£0	£0	(£62)
Total Income	£481,083	£477,500	£749,418	£785,112	£2,493,113
Organisation	£26,379	£25,901	£31,539	£36,627	£120,446
Research and Development	£7,650	£7,811	£8,913	£11,950	£36,324
Operations	£104,387	£107,691	£177,006	£255,642	£644,726
Sales and Marketing	£85,982	£81,109	£87,186	£117,111	£371,388
Interest	£2,389	£2,190	£2,238	£1,783	£8,600
Depreciation	£5,488	£5,350	£7,472	£9,544	£27,854
Total Expenses	£232,275	£230,052	£314,354	£432,657	£1,209,338
Net Profit	£85,678	£95,217	£186,060	£115,189	£482,144

Fig 21: Profit and loss Statement for Year 5

(Source: Simventure.co.uk, 2022)

7. Analysis of Year 6

Our lease was extended for a five-year period to prevent an early termination fee, a key function of Ostewaldes' business model of problem solving.

Current Premises



Business Park
Up market business unit in a modern park.
Good image but at a price.

Exposure: Fair 

Image: Good 

Rent: £25/sqr.mtr 

Space	1200 sqr.mtr	Quarterly Rent	£97,200	Qtrs Remaining	18
Space Used (%)	694 sqr.mtr (58%)	Quality	Basic	Sustainability	Excellent

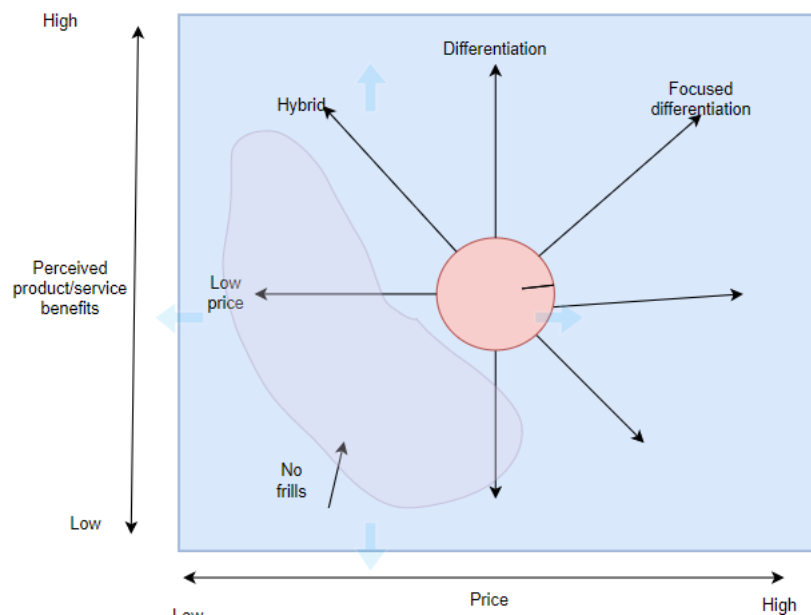
Fig 22: Premises chart

(Source: Simventure.co.uk, 2022)

7.1.Review of Year 6

According to Bowman's Strategy Clock, a company's strategic position can be selected based on which offer the greatest competitive advantage at the end of the year. In spite of Chang's long delivery time, we believed that as long as we had enough components in stock to continue

producing bikes, and as we must pay orders upfront. The supply and demand model continued to flow smoothly because of healthy cash flow.



(Source: Created by the learner)

Using our successful promotions campaigns, we acquired new customer segments by year five. A customer research report found that 32% thought our product was suitable for leisure and commuting. After achieving a healthy cash flow and decent sales, the company was able to evaluate the future with a very healthy shareholder equity of £"1,040,828" at the end of five years.

ASSETS			
	Equipment	£347,688	
	FIXED ASSETS		£347,688
	Debtors	£427,365	
	Cash	£325,207	
	Stock	£110,918	
	CURRENT ASSETS		£863,491
	TOTAL ASSETS		£1,211,179
LIABILITIES			
	Creditors	£89,750	
	CURRENT LIABILITIES		£89,750
	Long Term Loans	£80,601	
	Shareholder Equity	£1,040,828	
	LONG TERM LIABILITIES		£1,121,429
	TOTAL LIABILITIES		£1,211,179

Fig 24: Balance Sheet reports on Year 6 Q4

(Source: Simventure.co.uk, 2022)

8. Conclusion

To better understand how the various elements of the company interact, our team used the Osteowalde business model canvas (Taran, Boer and Nielsen, 2021). Our dedication to quality is shown in the fact that we train our employees to a very high standard in order to create high-quality bikes inside our company. Aligning the employees policy with your company's beliefs, the core business of selling bikes, and what we give our clients is vital.

9. Recommendation

A number of steps are suggested for a firm to do in order to create a sustainable culture that encourages, executes, and generates sales. A decision should be progressive for the company so we need to do a SWOT analysis for every decision we make. So some of the recommendations to run them successfully we need to

- Make good use of the Organisation resource. Estimate the correct amount of land to be used so that we can generate the most profit and gain the most share of the market.
- The cost and maintenance money could be used for other resources if we do away with unnecessary operational machines.
- To increase our market share, we must ensure that we always do a market study as the market is always fluid, we do not know what our competitors are doing and we need to invest more in the marketing and sales channels.
- Invest in R&D to introduce new bikes to customers because they always want variety and new designs.

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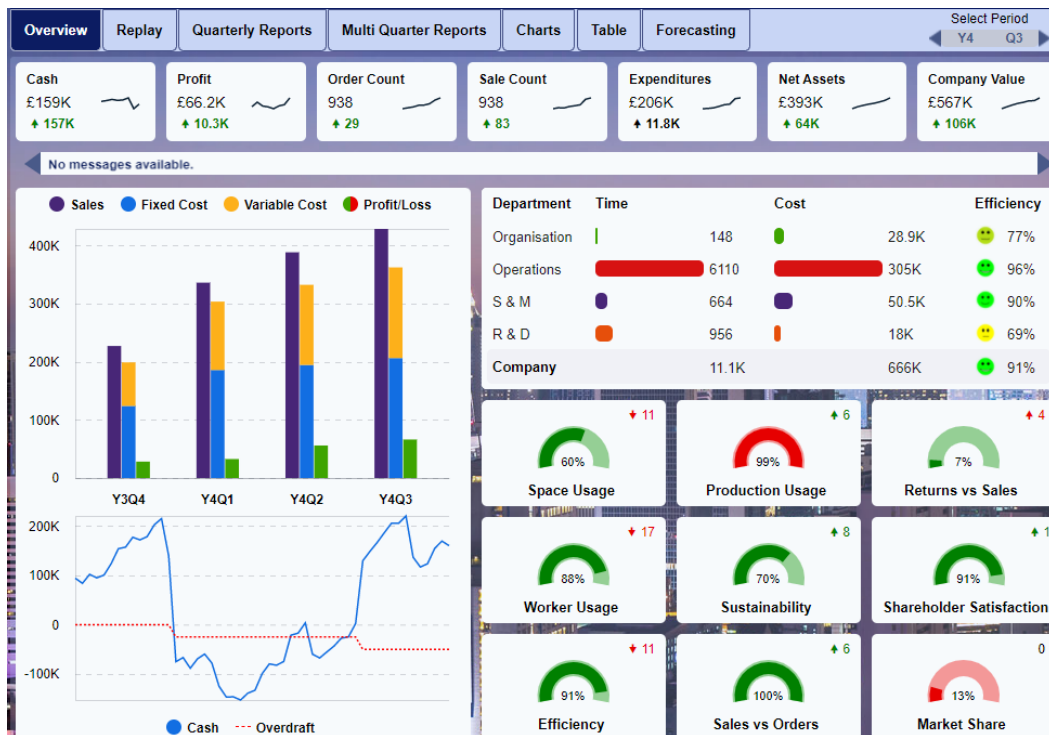
APPENDIX



YEAR 4 Q1



YEAR 4 Q2



YEAR 4 Q3



YEAR 4 Q4



YEAR 5 Q1



YEAR 5 Q2



YEAR 5 Q3



YEAR 5 Q4



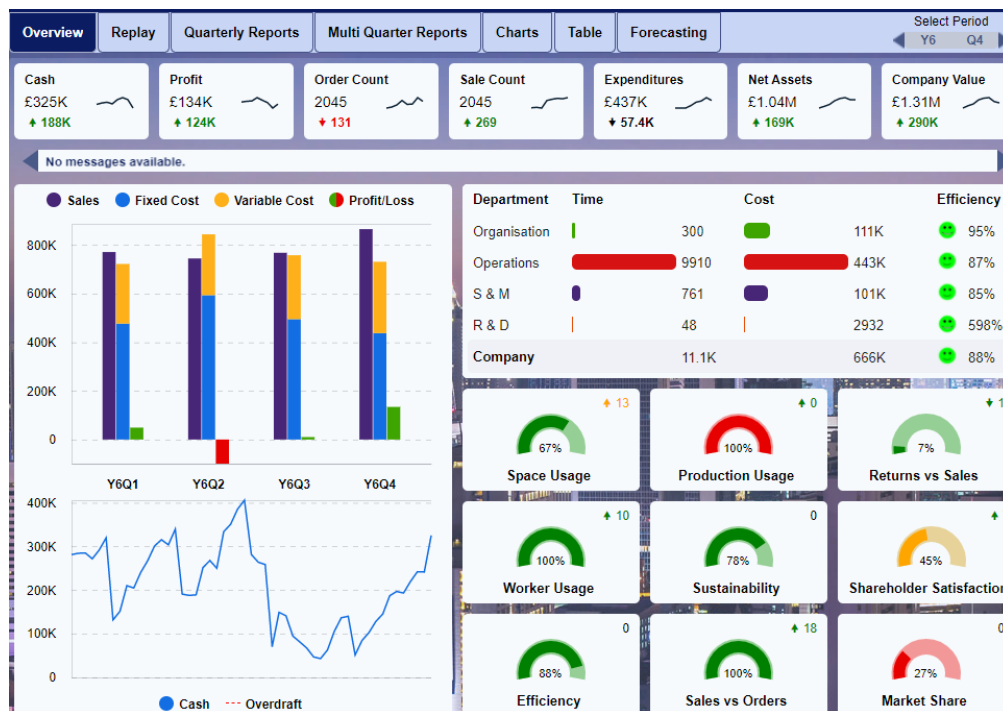
YEAR 6 Q1



YEAR 6 Q2



YEAR 6 Q3



YEAR 6 Q4