

BESAFE

Business Model Plan

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1 INTRODUCTION

Nowadays, the development of any new business starts from the generation or identification of an idea. But many times the success of a business is given by transforming the idea into opportunity. And that opportunity has to be developed or explained through a business model that generates value for customers and shareholders.

Therefore, a business model is a necessary tool for the successful operation of a business which identifies sources of revenue, the intended customer base, products, and details of financing.

1.2 PROMOTOR TEAM PRESENTATION

We are a motivated group of students, interested in developing a business idea based on improving cyclists and drivers security. Fortunately, we have a wide range of knowledge due to our diverse study formation. We strongly believe that a social problem such as road accidents can be significantly solve through our business. We are aware that persistence, hard work, spirit of sacrifice and group work are completely necessary to manage the targets. These are the promotor team members:

- Gonzalo Perelló Sánchez: MAGUA & Environmental Scientist & Industrial and Environmental Biotechnology Master
- Gonzalo San José García: MBA & Chemical Engineer.
- Edgardo Molero Rouvier: Bachelor degree in Accounting & MBA and MIB
- Rodrigo De Blas González: Energy Engineer & Master Renewable Energies and energetic market
- Arnaldo Leone Montilla: Mechanical Engineer & Master Renewable Energies and energetic
- Carmen Hontañón Pombo: MBA & Bachelor in Business Administration

2 BUSINESS MODEL DESIGN

2.1 BUSINESS IDEA DESCRIPTION

BeSafe is an application that offers the possibility for cyclists to hit the road in a safe and comfortable way. It does not only focus on cyclists, but also provides security and peace of mind to drivers when they are receiving notices of proximity to cyclists. We are basically the only app in the market that offers a real solution to a big problem which is the high rate of accidents between cars and cyclist.

BeSafe is an application available for both IOS and Android that will work together with Waze, a platform through which drivers will be notified of the location of cyclists, and the DGT to provide confidence in the coexistence between cyclists and drivers in road.

2.2 VALUE PROPOSITION

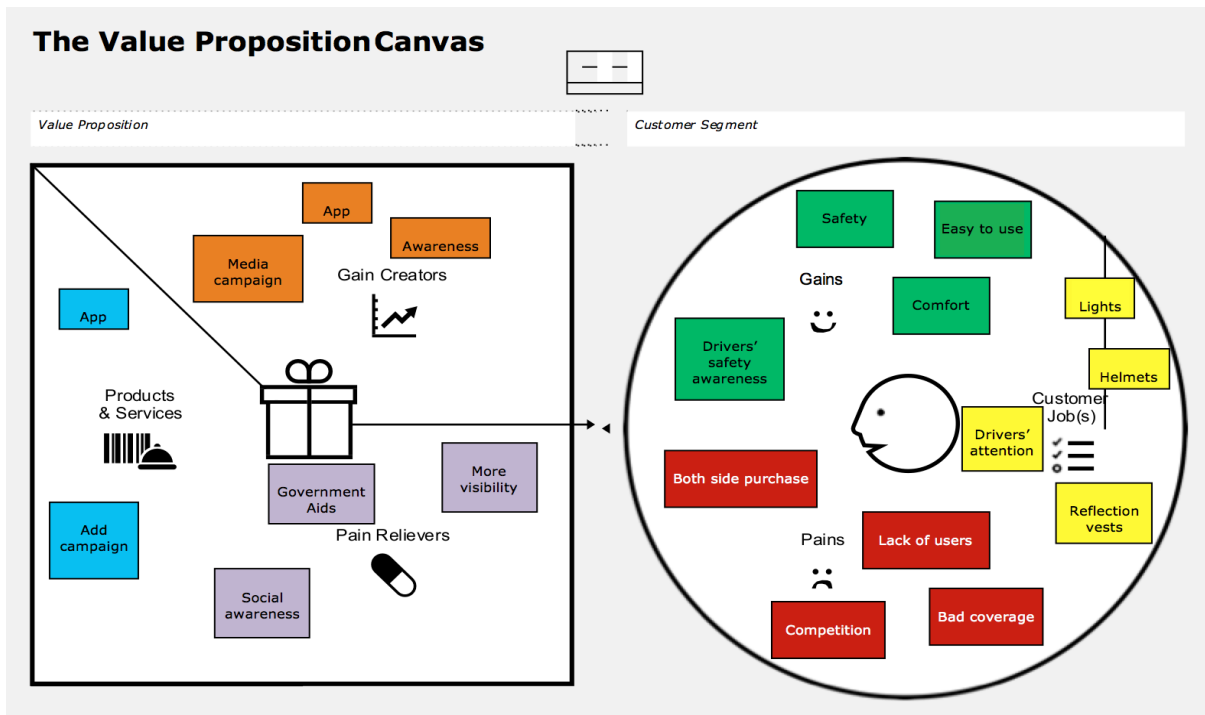


Figure 1. Business Value Proposition Canvas

2.3 BUSINESS MODEL CANVAS

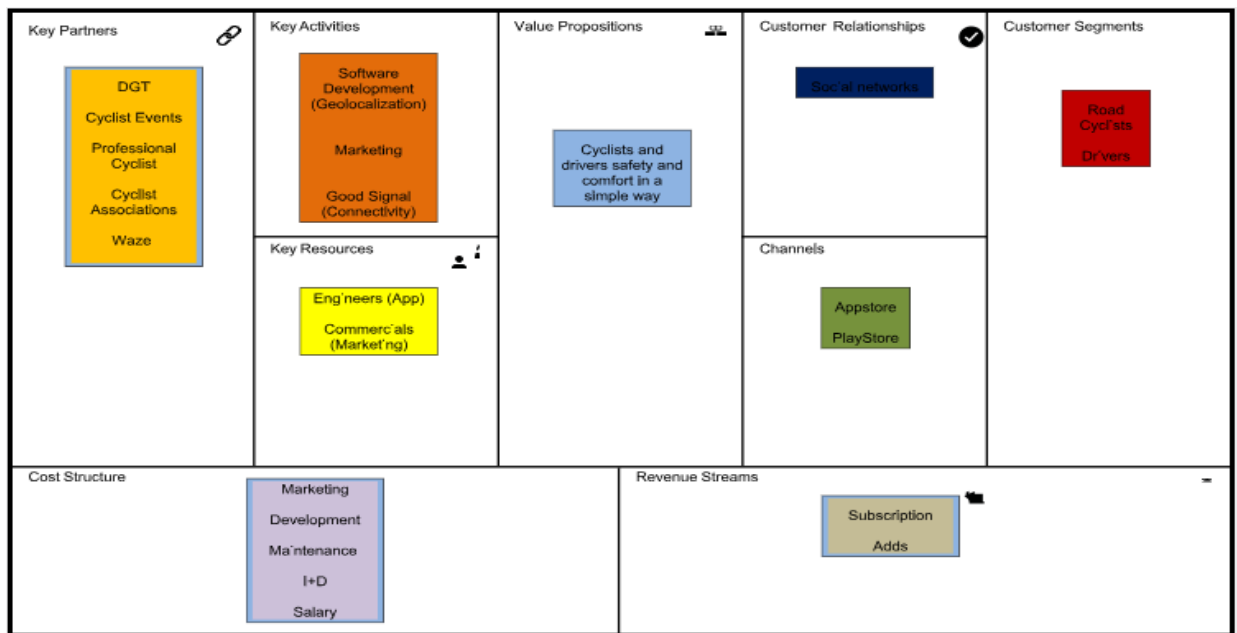


Figure 2. Business Model Canvas

3 PLANIFICATION

3.1 MARKET STUDY

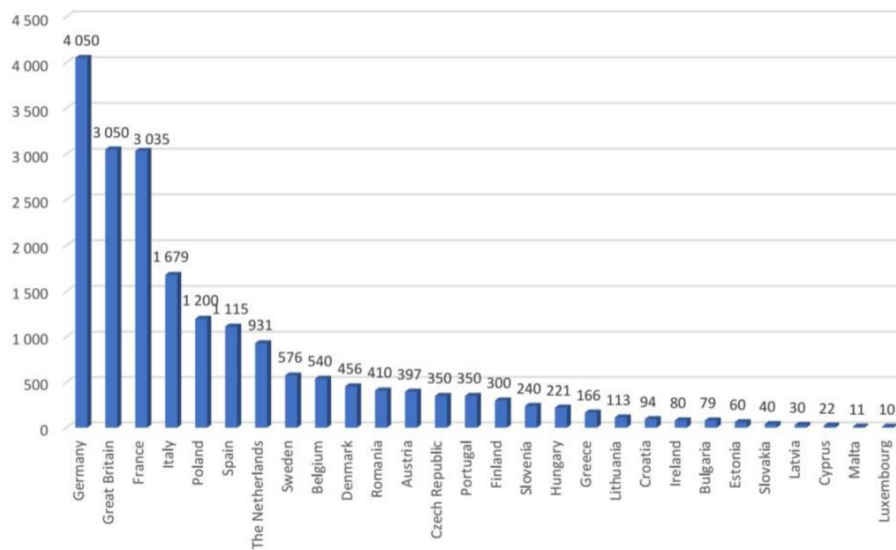
BeSafe is based on online sale service by subscription. In order to understand the market related to bicycles and safety devices, we have analyzed their evolution. Our first market goal is Spain, but we do not discard other foreign markets.

Global Trends: Bicycle use and security

It is estimated that there are currently more than one billion bicycles in the world, of which almost half of them are in China, the main producer followed by India, Taiwan, Japan and the European Union.

According to Worldometers, real-time global statistics page, the world production of cars and bicycles until 1965 was practically the same, with around 20 million units produced per year. However, since the seventies, the production rate of the bicycle has increased exponentially until currently reaching 150 million units per year, of which about 130 million are sold. In this way, bicycle production nowadays triples that of automobiles. EuropaPress states that the use of bicycles as a means of transport has been consolidated over the years in most countries, integrating as an alternative transportation to motorized media.

If we have a look to bicycles sales in EU in 2016, Spain takes up the sixth position in number of bicycle sold (1.115.000 units).



Country	Germany	Great Britain	France	Italy	Poland	Spain	The Netherlands	Sweden	Belgium	Denmark	Romania	Austria	Czech Republic	Portugal	Finland	Slovenia	Hungary	Greece	Lithuania	Croatia	Ireland	Bulgaria	Estonia	Slovakia	Latvia	Cyprus	Malta	Luxembourg	EU 28
Bicycle Sales (x 1,000)	4 050	3 050	3 035	1 679	1 200	1 115	931	576	540	456	410	397	350	350	300	240	221	166	113	94	80	79	60	40	30	22	11	10	19 606
Country ranking (%)	1	2	3	4	5	6	7	8	9	10	11	12	13	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	

Figure 3. 2016 European Bicycle Sales. Country share (1.000 units). Source: CONEBI

If we consider the road bicycle percentage within bicycle sector in Spain, it has raised 20% over previous year and represents 7% of all bicycles sold (82.181 units).

Table 1. Bicycle sales by modality and average price in Spain. Source: AMBE

Bicycle	Average Price (€)	Average Price Evolution 2.015-2.016	Units	Unit Evolution 2.015-2.016	Percentage
Mountain bike	644	+5,1%	491.271	-4,37%	44%
Road	1.588	+4%	82.181	+20,37%	7%
City	234	+6,6%	113.354	+5,25%	10%
Kids	131	+0,6%	387.960	-0,41%	35%
Electric	1.740	+19%	40.268	+63,66%	4%
TOTAL	530	+11,1%	1.115.034	+1,01%	100%

If we compare the road bicycles sold on total bicycles sales in Spain (7%) to other countries, Germany (8%), United Kingdom (10%), France (14%) or Italy (9%) have higher percentages. These countries would be the next target after Spanish market.

In spite of the fact that there are differences between countries, the global trend keeps growing each year. The last available results show that after seeing a +8% increase from 2013 to 2014 and a +3% from 2.014 to 2.015, the bicycle traffic globally from 2.015 to 2.016 has been stabilized into +1%. The last results show that the countries with a remarkable increase are as follow: **Ireland (+8%), Norway (+7%), Denmark (+6%), New Zealand (+5%) and Chile (+5%).**

It is difficult to estimate the amount of cyclists who suffer an accident every year on the road because many cyclist casualties are not reported to the police. However, different sources of information give us an idea:

- According to The Royal Society for the Prevention of Accidents from United Kingdom, in 2.016, 18.477 cyclists were injured in this country in reported road accidents, including 102 who were killed.
- In 2.016, Petros Evgenikos et al. reported a study which analyze how safe the cyclists in European roads are. They claim that although the number of cyclist fatalities has decreased by 32% over the decade 2.004-2.013, the percentage of bicycle fatalities of all road fatalities in the EU has increased from about 6% to almost 8%.
- In 2.017, The National Center for Statistics and Analysis Motor Vehicle Traffic Crash (NCSA) from United States published a report showing the evolution from 2.006 to

2.015, of all reported road accident related to cyclists. As in EU, the percentage of bicycle fatalities of all road fatalities has increased.

Table 2. Total Accidents and cyclist deaths in traffic crashes in U.S, 2006-2015. Source: Fatality Analysis Reporting System (FARS) 2006-2014

YEAR	Total Fatalities	Total Cyclist Deaths	Percentage of Total Fatalities
2006	42708	772	1,8%
2007	41259	701	1,7%
2008	37423	718	1,9%
2009	33883	628	1,9%
2010	32999	623	1,9%
2011	32479	682	2,1%
2012	33782	734	2,2%
2013	32893	749	2,3%
2014	32744	729	2,2%
2015	35092	818	2,3%

All these numbers has made the society to develop new devices or products in order to prevent cyclist fatalities on roads. However, cyclist fatalities global trend indicates the need of keep investing in cyclist safety as current safety devices are not enough to reduce drastically cyclist deaths or accidents on roads.

Spanish market study: Bicycle use and security

In 2.017, the Traffic General Direction (DGT) published a study showing that more than 8,5 millions of Spaniards weekly use the bicycle. Cycling is one of the most popular sports in Spain. This is attested by a survey carried out by the Higher Sports Council that places it in the fourth position of the most practiced sports in Spain. In 2.016, a cycling study made by idealo.es claimed that almost 60% of the Spaniards like cycling.

The Autonomous Communities with the largest number of users are the Basque Country, Castilla y León and Castilla-La Mancha, while the Canary Islands is the region with fewer number of cyclists. On one hand, it should be noted that around 75% of citizens have a bicycle in their home. This percentage raises to 82,1% in town with less than 10.000 habitants and is reduced to 63,9% in large cities. On the other hand, cyclists federation licenses keep growing up every year.

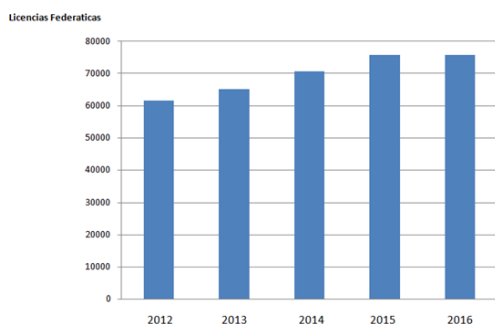


Figure 4. Number of Cyclists Federation Licenses in Spain. Source: M.E.C.D (Gobierno de España)

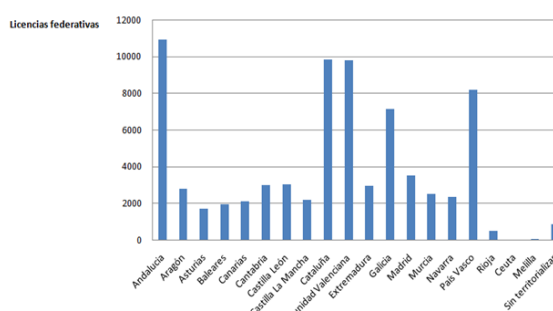


Figure 5. Number Cyclist Federation Licenses by Autonomous Communities in Spain, 2016. Source: M. E. C. D (Gobierno España)

According to AMBE (Asociación de Marcas y Bicicletas de España), in 2017 the bicycle sector bill grew up a 5,28%. That year, the road bicycle sales increased by 20%. The figure below shows the category product sales in 2017.

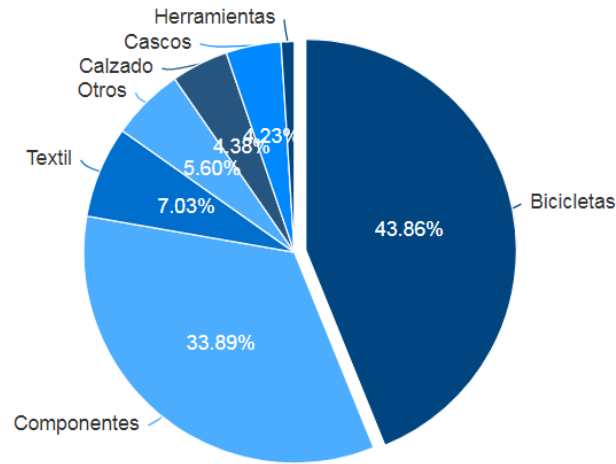


Figure 6. Category product sales in 2017. Source: AMBE

A study of DGT (Traffic General Direction) claims that the number of accidents on Spanish cities involving cyclists grew from 2.387 to 5.173 between 2009 and 2015. This trend is also reflected in non urban roads, where over the same period the number of cyclist accidents grew from 1.082 to 2.013. Besides, the number of cyclist taken to hospital after a road accidents has increased in this period into 33%.

The fact that there are more cyclists than ever riding weekly on Spanish roads and lack of road safety awareness campaigns or safety devices has caused more than 400 cyclists to have died since 2008.

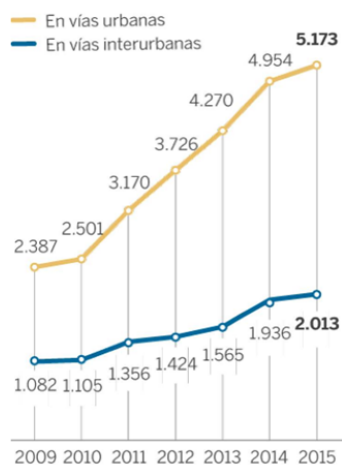


Figure 7. Total cyclists accidents in Spain from 2009 to 2015. Source:

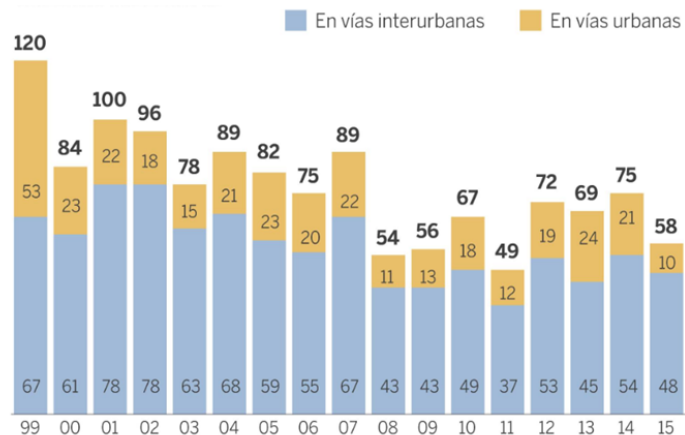


Figure 8. Cyclist deaths in Spain from 1999 to 2015. Source: DGT

Shopping Channels

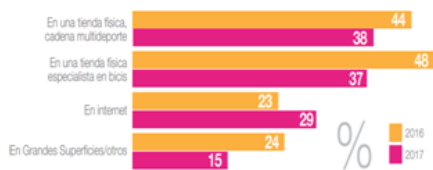
The bicycle market consumers have several channels to purchase the different products such as bicycles, helmets, clothes, tools, footwear or other components. We can differentiate three main shopping channels: specialized stores, internet and generalized sport stores.

We are interested in the way cyclists buy each product. As our service is based on an app, we want to know if cyclist are used to buying through internet. It means that if they are already familiarized with internet, it will be easier for us to offer them our service through an app.

A study made by El Observatorio Cetelem is focus on the Spanish bicycle sector in the last year and also its shopping channels. It also analyzes how the shopping channels of each product related to cycling have varied in Spain in the last two years (2.016-2.017).

Canal de compra general

¿En qué tipo de tienda has adquirido los productos relacionados con la bici que has comprado en los últimos 12 meses? (% respuesta múltiple)



Fuente: Encuesta Observatorio Cetelem Consumo España - Análisis e Investigación 2016.
Encuesta Observatorio Cetelem Consumo España - Canal Sondax 2017

Shopping channel chosen in Spain, 2.016-2017



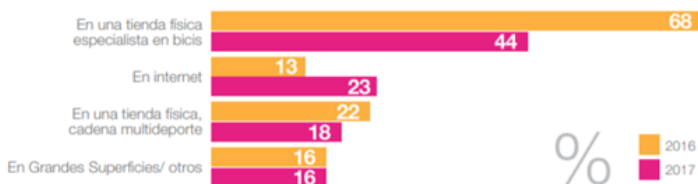
Shopping channel chosen in Spain to buy bicycle products in 2.017. Source: El Observatorio de Cetelem

This study shows how the internet channel has growth from 23% to 29% in the last two years. It is the only channel which has increased its percentage in this period and will probably keep growing in the future.

Therefore, there is a good opportunity to develop our app service as we expect internet to be one of the most important shopping channel for cyclists in the future. We strongly believe that this fact will help our app to be spread on cycling.

Bicicleta

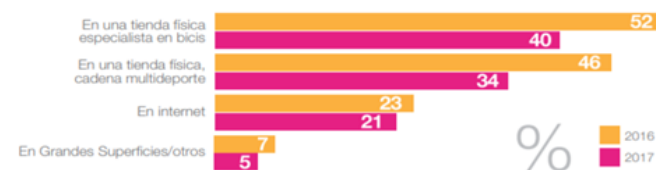
¿En qué tipo de tienda has adquirido la bicicleta que has comprado en los últimos 12 meses? (% respuesta múltiple)



Fuente: Encuesta Observatorio Cetelem Consumo España - Análisis e Investigación 2016. Encuesta Observatorio Cetelem Consumo España - Canal Sondeo 2017

Componentes

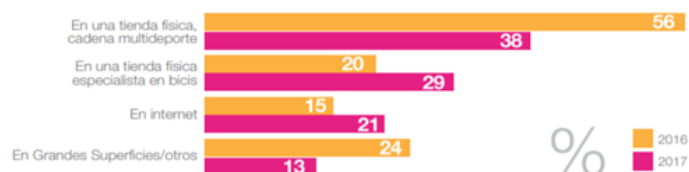
¿En qué tipo de tienda has adquirido los componentes que has comprado en los últimos 12 meses? (% respuesta múltiple)



Fuente: Encuesta Observatorio Cetelem Consumo España - Análisis e Investigación 2016. Encuesta Observatorio Cetelem Consumo España - Canal Sondeo 2017

Cascos

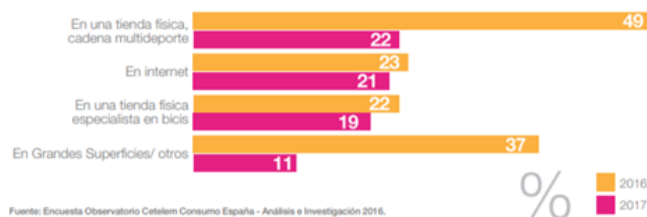
¿En qué tipo de tienda has adquirido los cascos que has comprado en los últimos 12 meses? (% respuesta múltiple)



Fuente: Encuesta Observatorio Cetelem Consumo España - Análisis e Investigación 2016. Encuesta Observatorio Cetelem Consumo España - Canal Sondeo 2017

Calzado

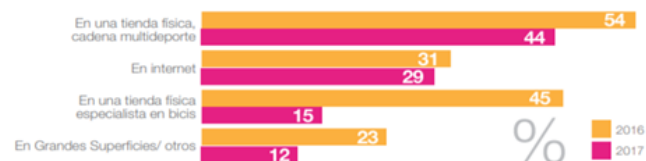
¿En qué tipo de tienda has adquirido el calzado que has comprado en los últimos 12 meses? (% respuesta múltiple)



Fuente: Encuesta Observatorio Cetelem Consumo España - Análisis e Investigación 2016. Encuesta Observatorio Cetelem Consumo España - Canal Sondeo 2017

Textil

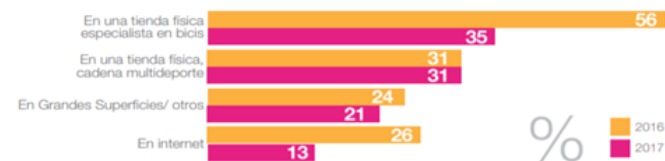
¿En qué tipo de tienda has adquirido textil que has comprado en los últimos 12 meses? (% respuesta múltiple)



Fuente: Encuesta Observatorio Cetelem Consumo España - Análisis e Investigación 2016. Encuesta Observatorio Cetelem Consumo España - Canal Sondeo 2017

Herramientas

¿En qué tipo de tienda has adquirido herramientas que has comprado en los últimos 12 meses? (% respuesta múltiple)



Fuente: Encuesta Observatorio Cetelem Consumo España - Análisis e Investigación 2016. Encuesta Observatorio Cetelem Consumo España - Canal Sondeo 2017

Figure 11. Shopping channel chosen in Spain to buy bicycle products (2.016-2.017). Source: El Observatorio de Cetelem

Consumer profile

All the hypothesis validations we did showed us that all interviewed cyclists were worried about the lack of safety on the road non depending on age. That is positive but it is also important to know who our consumers are and how they use different apps.

In Spain, there are 27,7 millions of app users that have an average of 17,8 installed apps on the smartphone. However, people only use an average of 9,1 apps. They download an average of 2 new apps per month. A report published by App date event states that the average user profile is male between 25 and 40 years old.

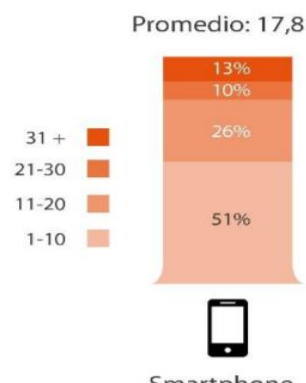


Figure 12. Numer of apps in smartphones in Spain. Source: ditrendia

App use also depends on age. All age segments are continuously increasing the number of hours spent on mobile apps. The users who spend more hours per month are between 18 and 24 years old. Although users between 55 and 64 years do not use mobile apps as other age ranges, they have increased the number of hours more than the rest.

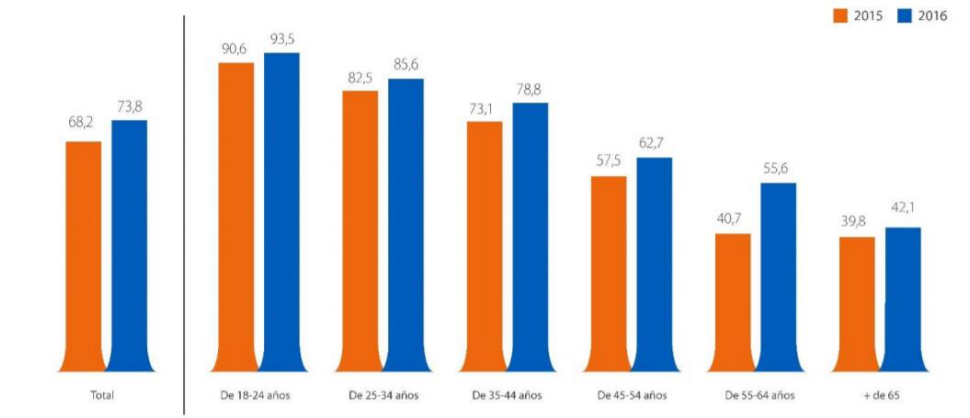


Figure 13. Average hours per month spent in mobile apps by age (2.015-2.016). Source: ditendria

According to Matthew Vandivort, who carried out a cycling demographic study, the vast majority of road cyclists are in a wide range of 26 to 52 years. This 26 year range represents 80% of total road cyclists.

Conclusions

Besafe is aware there are hard competitors in the market who are investing in order to improve cyclist safety. However, cyclists accidents keep happening and it seems to be difficult to reduce drastically them. We all need to move forward if we want to solve this problem. After having analyzed the global and Spanish market, we are able to identify all trends, which will help us to manage our targets.

We have to take into account that our first potential client is road cyclist. An advantage for us is that in 2.017, the number of licenses has kept growing in Spain. Besides, since 2.013, the percentage of purchased road bicycles has grown considerably over the total purchased bicycles. This means that we face an expansion market. Moreover, the electronic commerce also shows a positive trend in Spain. Last year, online channel has increased 3% over 2.016.

On one hand, most road cyclists are between 26 and 52 years old. This range of age runs into the age of the average app user profile in Spain (25-40). On the other hand, taking into account that all cyclists feel desperate for the lack of safety on the road and people over 55 continuously increase the hours they spend in mobile apps, we believe that this consumer segment will use our service.

Our potential consumers are looking forward to improving safety conditions. Our service will be able to adapt them providing the chance to enjoy this sport.

3.2 OPERATION PLAN

3.2.1 PRODUCT DEVELOPMENT

Technical characteristics of the product

In our case our product is an App. Be Safe App would be available for android and iOS. The App is available in the following languages. Spanish, English and French by the moment. Which means our app is available for all mobile phones that have either android or iOS. It is also available for Apple Watch and Samsung Gear. These are its features:

- It will use 114,5 MB capacity
- Age: 12 +
- Category: Navigation, Transport

First the users must register themselves and also they must pay the subscription in order to be able to use the App. The user must pay at the beginning when doing the subscription although it may be special offers when launching the App (freemium).

The App needs Internet Connection: by activating the geolocation the User (Cyclist) will be sending his position at real time to us, then we will report this position to the GPS in this case Waze, so the GPS users will know at real time where the cyclists are.

The app Waze allows users to send alerts and information to other users about road incidents. Users need to have internet access and GPS signal to do it. These are the different kind of alerts that can be sent by users:

1. Traffic Jam: users can distinguish moderate, heavy and stopped traffic. They can also send record voices or photos.
2. Police presence: it differentiates visible and hidden police. They can also send record voices or photos.
3. Accidents: users can report minor and major accidents occurred on the road. They can also send record voices or photos.
4. Hazards: Hazards on road, shoulders and weather conditions can be reported. They can also send record voices or photos.
5. Fuel prices



We have contacted Waze and explained our idea of reporting Waze users cyclists geolocation at real time. They believe that their app will improve the service if we both join together. However, they have explained us that this idea is now very difficult to be carried out as current technology does not allow to have dynamic location adaption.

Fortunately, Waze claims that this feature will be possible to implement in an early future. Meanwhile, our purpose is to create a cyclist community offering other kind of services such as security service, weather forecast or routes.

Let's describe now the other features the App has:

➤ Weather Forecast

We will offer a weather forecast to the users depending their location the prediction will be from AEMET.

➤ Recommendation Routes

Depending on the localization of the cyclist and also depending on his requirements such as difficulty, distance.. the App will offer different possible routes that will take in account not only the weather but the actual traffic situation.

➤ Black Spots Location

The App will have all the registered black spots by the DGT but also will offer the possibility to cyclist and drivers to post black sport they consider for interest. By this Besafe will inform their users about where are those black spots but also these information will be sent to waze users in order to let them know the position of those black sports and also in order to be careful and pay more attention in those areas.

Comparison to competitors

Nowadays, there are already several products in the market which focus on improving cyclists security. However, depending on its functionality and the way of use, we can differentiate between kind of product or service. Therefore, there are wearable devices used by cyclists, mobile applications which offer security and public signal devices which prevent accidents. Some of the developed devices or products already launched to prevent accidents are as follow:

- Wearable devices

- Garmin Varia Radar

It is the first cycling radar that helps create a safer cycling environment by warning cyclist of vehicles approaching from behind up to 140 meters. Besides, it has a LED light system which warns the vehicles of the position of the cyclist. This rear light can adjust to the position if the vehicles. Therefore, if a car is approaching it starts flickering and also its intensity increases so drivers can be warned. It was launched in 2.015, seven months after Garmin bought the company call iKubu. This company had already developed the product. It has been distributed in all continents.



- Lumos Helmet

It is the first helmet which integrates permanent light, turn signals and automatic warning lights that activate when cyclist slows down. Cyclist can activate the left or right turn signal through a wireless remote system which can be placed on the handlebars. When cyclist brake, a red light illuminates a triangle in the helmet which warns all vehicles.



- Zackees turn signals gloves

These gloves help let drivers know when cyclist want to turn. When cyclists want to turn left or right they press index finger and thumb together. As a result, an illuminated hand signal indicates cyclist decision to all vehicles.



- Cycle Alert

This company has designed a cyclist specific safety system in order to prevent collisions with cyclist and increase driver awareness by making cyclist visible in vehicle blind spots. It is only useful to improve cyclist safety in urban areas.

This product consists in a groundbreaking RFID (ratio frequency identification) safety awareness system that unites road users and encourages safer on the roads. It comprises of three units: a sensor fitted to a bicycle, a sensor fitted to a vehicle and a dashboard receiver. The car sensors report the signal from the tagged bicycle. The three components communicate notifying a driver when a cyclist is in close proximity.



- Laserlight by Blaze

300 lumen LED light helps cyclists to see and been seen during night. It is only used in urban areas. Laser technology allows cyclists to project forward a bike symbol into the road six meters in front which is visible from various perspectives.

- Public signal devices

- Eco-counter

It is developing different projects based on teledetection signals (Ecosignals). This signals automatically detect the presence of a cyclist at a crossing and warn all vehicles to slow down their driving.

This company is testing through different projects the way to improve cyclists security so they have not launched this product yet. However, since its installation two years ago, there have been no further incidents recorded.



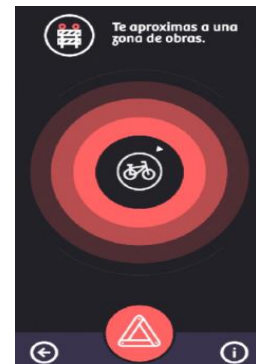
- Mobile App

We are especially interested in this kind of service as our business is based on an app. Therefore, it is important to understand how they work, what their mistakes are and how they can improve the service. All this information is really important for us.

- Comobity

This app aims to get a safer mobility allowing drivers, cyclists and pedestrian to inform the rest about its presence. It works warning every road user about all the risk potential situations (cyclist or pedestrian presence, accidents, traffic jumps, etc). It uses sensors to do it. It is only use in Spain and focus on urban areas.

This app was created in 2015 and the DGT (Traffic General Direction) from Spain is its main sponsor. However, it has not been launched to other countries yet.



We have checked many users opinions about this app. They claim app idea is completely good as they are looking forward to improving road conditions. Nevertheless, they think there is a huge lack of use by drivers, who are used to having other type of apps. Besides, they ask for an easier way of use by drivers like an automatic activation.

Once we have seen the different products and services launched into the market, is important to compare one to each other in order to analyze the kind of product/service, its functionality, how much it cost to cyclists, the advantages and disadvantages.

Table 3. Comparison between all competitors (type, functionality, cost, advantages, disadvantages).

Competitor	Type	Functionality	Cyclist cost	Advantages	Disadvantages
Garmin Varia Radar	Wearable device	Prevention. Warns cyclist of vehicles approaching from behind	151,50 €	Easy use	Price Does not warn drivers
Lumos Helmet	Wearable device	Protection and Prevention. Warns vehicles of cyclist presence and also protect them in accidents.	154,80 €	It offers protection and prevention	Price Drivers previously need to see cyclists
Zackees gloves	Wearable device	Prevention Warns vehicles when cyclists want to turn.	64,40 €	Simple use	Price Few effectiveness
Cyclist alert	Wearable device	Prevention Warns drivers when a cyclist is in close proximity.	12,89 €	Effectiveness	Complex use. Difficult to use as it comprises of three dependent units
Laserlight	Wearable device	Prevention It is easier for drivers to detect cyclists.	171,10 €	Effectiveness	Price Only during night and urban areas
Eco-Counter	Public signal device	Prevention Warns vehicles to slow down when cyclists are approaching	Unknown	Effectiveness	Only in isolated crossroads
Comobity	Mobile app	Prevention Warns every road user about all the risk potential situations	Free	Price	Effectiveness, as is difficult for drivers to use it

As we said before, we have to take into account our direct competitor: Comobity. Our value proposition is based on the effectiveness to avoid accidents improving cyclists and vehicles security on the road. As a result of this real effectiveness, our service is not free. To do this, we want to focus on an easier way of use by drivers which will be determinant to prevent accidents. We strongly believe that it will be a real competitive advantage that will position us at the head of the sector.

Organization and Management of products

- Marketing of the Product:

Talking about positioning, BeSafe is an App that offer the possibility of dealing drivers and cyclist at roads in a more comfort and safety way .We are the first movers although there are existing competition we have the added value of having the drivers participation

Branding:



Figure 14. Business logo

The App is aimed on cyclist although it will also affect the drivers comfort while driving but not directly at it will be through another App in this case Waze

- Product Development :

Stages of production as we will see below in more detail it is an iterative process compounded the following phases:

Idea, Development, Prototype (Beta), Trial, Development -> Launch -> Feedback -> Development->... to ∞ .

How we will capture feedback from the client? For example from the Social Media we will analyse the comments have posted either in our Instagram, Facebook, web page. We will also send surveys through our web page and our Facebook.

From the App store / Play Store we will take into consideration all the reviews form our clients. Directly from our App we will send Surveys, in order to have a feedback about their experience with the App. By using all the data from our database we will establish some personal or phone interviews with the purpose to analyse better all the feedback from the client.

The main idea is to use all the tools available and by this try to improve our product/service in order to do the necessary changes.

Legal requirements

When it comes to launch a mobile application, there are legal issues to be addressed if the venture is to be a success.

- **Functionality**

All app functionalities must be legal. We must take into account that what cannot be done through a traditional marketing campaign, cannot neither be done through an app.

- **Own and third parties rights**

All resources our app uses must have their licenses. These resources are databases, graphic elements, texts, etc. We must consider all legal aspects of what we use. Therefore, there can be resources that can be used but not shown by our app.

After our app is developed, it is important to protect our service in order to prevent plagiarism or imitations. We must keep proofs of all this.

- **Terms of use**

The terms of uses is based on a legal agreement that we enter with every user of our app. This agreement happens automatically when a use uses the service. It indicates what the app is, what it should be used, what constitutes improper use and what it implicates. This issue is necessary as users interact with each other and also with the company.

- **Privacy Policy**

We have to collect PII (Personally Identifiable Information) from our users. This means we are at risk of violating privacy laws. PII includes names, emails, phone numbers, addresses, locations, bank accounts, etc. The developed privacy policy discloses what data is collected and how it is used.

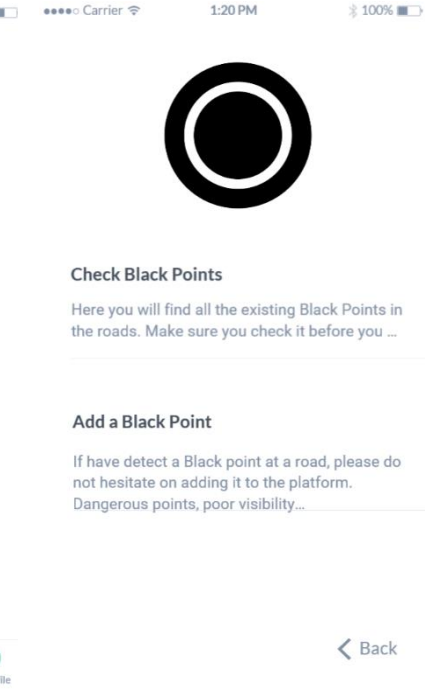
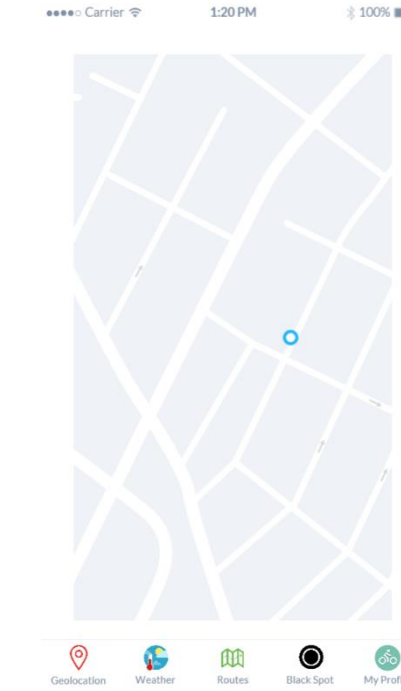
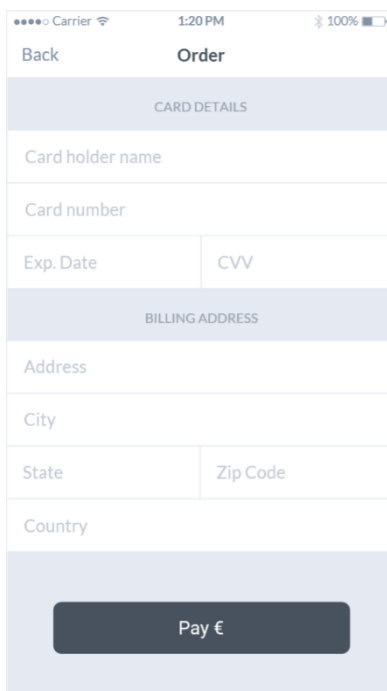
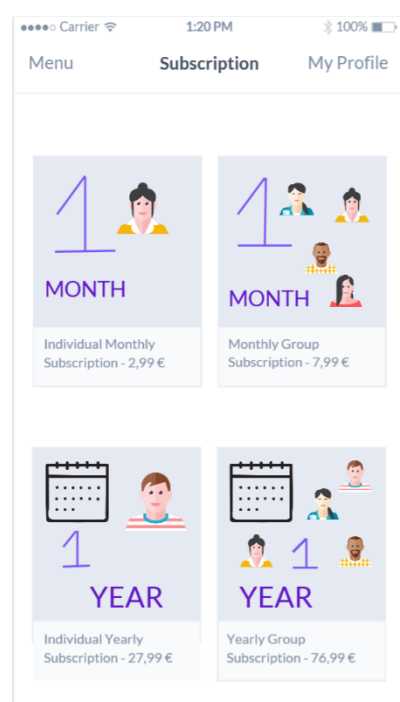
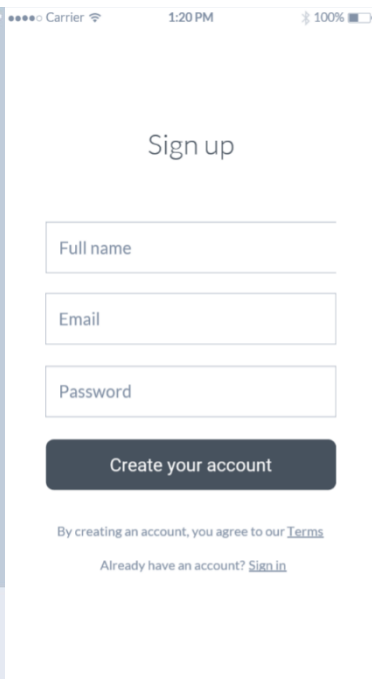
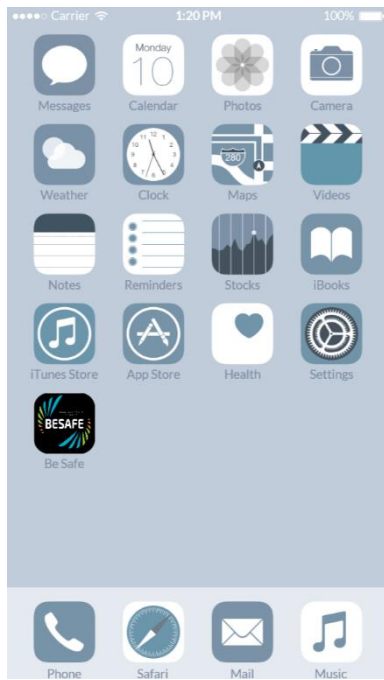
Last two legal issues are actually some of the most important ones. There must be properly addressed because they can have the most severe consequences on our business


- **Information and permissions**

Our app may need to gain admission to mobile contents. That is why users must be clearly informed in order to validate all permissions. They must have the opportunity to change configuration system.


Product Design


Here you will be able to see how our app will look like. How all the features are performed and basically how the customer will interact with our App





Routes Level 3 Routes Level 2 Routes Level 1

 From Santander to San Vicente de la Barquera - 58 Km

 From Esles to Desfiladero de la hermita - 80 Km

[Back](#)



ACTIVATE YOUR GEOLOCATION

[Back](#)



[Back](#)

Precipitation

20%	20%	20%	0%
Morning	Afternoon	Evening	Night

Wind & Pressure

Wind 10.0 mph NW



Barometer 30.1 in

Sun & Moon

Waxing Gibbous

6:31 AM 7:47 PM

Carrier 1:20 PM 100%

Forecast

10AM	11AM	12PM	1PM
28°	32°	36°	37°

Thursday

Friday

Saturday

Sunday

Monday

Details

Feels like
Humidity
Visibility

Personal Data >

Level Data >

Pagos >

[Back](#)

Necessary Human Resources and their functions

Here you have the corporate structure

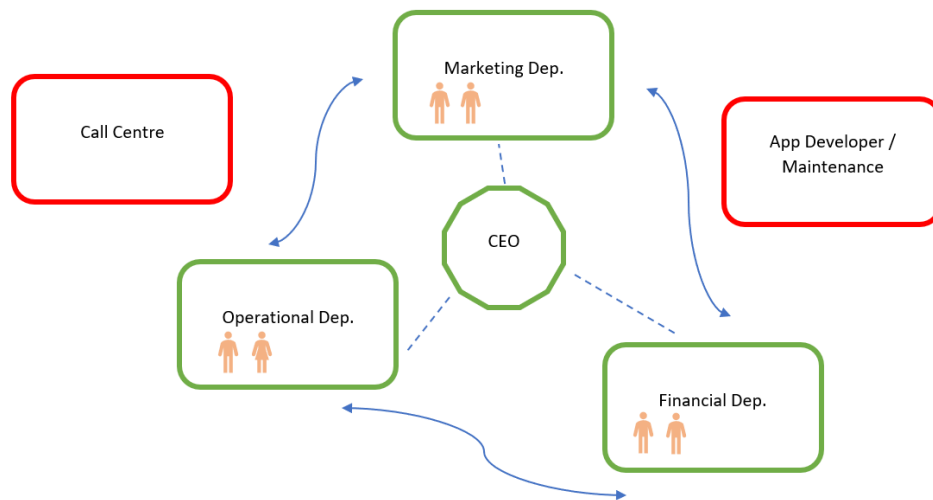


Figure 15. Business corporate structure

First CEO: the head of the company will be compound by the six's owners as a board of directors. So it will be formed by Gonzalo, Carmen, Edgardo, Gonzalo, Rodrigo and Arnaldo.

Then the company will have 3 different departments (Green boxes) each of them would be manage by two members of the board as the following:

- Financial Department: Gonzalo and Edgardo

The financial department will be basically in charge of all the accounting as well as financing, wages..

- Marketing Department: Rodrigo and Arnaldo

The Marketing Department will be in charge of the brand positioning, differentiation, analyse the current market situation, target..

- Operational Department: Carmen and Gonzalo

The Operational Department will be in charge of the commercialization and different operations

If we focus on the Outsourcing Departments (red boxes) we can differentiate between:

- Call Centre: as a result of an outsourcing, a strategic partner will provide us a customer service system in which qualified technicians will assist our clients in all incidents that could happen using Besafe (questions, complains, suggestions, etc.)

- App Developer and Maintenance: we will have to hire an App Developer in order to built the App and then deal with the maintenance of the App.

Stages through which the product passes in its production

Here as you can see we have an iterative process as it can be to infinitive due to the continuous improvements and updates.

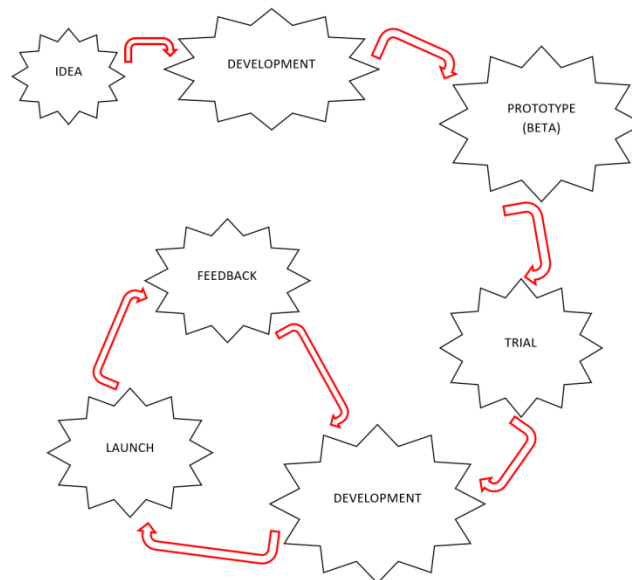


Figure 16. Business process development

Quality Control Plan

The main idea is to use all the tools available and by this try to improve our product/service in order to do the necessary changes.

From the Social Media we will analyse the comments have posted either in our Instagram, Facebook, web page. We will also send surveys through our web page and our Facebook From the App store / PlayStore we will take into consideration all the reviews from our clients. Directly from our App we will send Surveys, in order to have a feedback about their experience with the App.

Besides, by using all the data from our database we will establish some personal or phone interviews with the purpose to analyse better all the feedback from the client. The main idea is to use all the tools available and by this try to improve our product/service in order to do the necessary changes.

3.2.2 DISTRIBUTION LOGISTIC AND SUPPLIER MANAGEMENT

Our service is going to be sold through an mobile app store. The continuous marketing campaign will inform our potential clients about the service. We will reach them through internet, bicycle and sport shops. When a client want to subscript our app, there are some steps to follow.

First of all, the client will get into the app store where our service is. Therefore, it can be downloaded through the mobile. In order to register in our app, all clients must provide personal information such us name, surname, age, email and bank account. When all this information is already provided, the client must choose the modality subscription and pay it: individual or group, monthly or annual. Finally, after all these steps are done, the service is available for the new client. From this point, DMS company, as an outsourcing, will carry out all techniques issues or incidents in order to ensure the proper system operation.

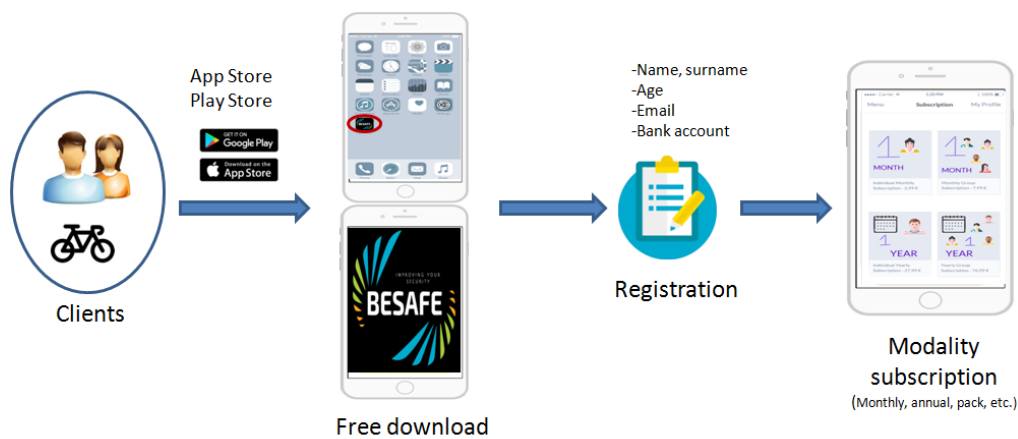


Figure 17. Distribution logistic

The supplier relationship management is a strategic process for Besafe in order to keep a good relationship with all our strategic partners. They help us to reach our clients and improve our service.



Figure 18. Strategic partners for BeSafe

- **Waze**

We have selected this mobile app as we want all drivers to notice cyclists presence. This company has successfully developed a free smartphone mapping application that gives consumers turn-by-turn directions and real traffic data. This digital map compiled driver-

generated data from Waze's community of users to relay constantly updated information on conditions such as traffic accidents, speeding-camera locations, and construction zones. Our idea is to provide all cyclists georeferences to the database of the company.

This app has around one million users in Spain and its popularity is continuously increasing in the country. Besides, the DGT, the most important traffic authority in Spain, joined Waze last year.

- **DMS**

As a result of an outsourcing, this strategic partner will provide us some service such us:

1. Adaptable maintenance service

High quality service with monthly fees adapting our workload. It will be used to keep our service in perfect technique conditions.

2. Computer outsourcing

They have profile technicians needed to assist our clients in all incidents that could happen using Besafe. This company will act as a customer support service to solve all problems of our clients.

- **Banco Bilbao Bilbaria Argentaría BBVA**

We want to open a Business Expansion Account (BEA) which allows us to have a Virtual POS-TPV. This platform accepts payment for our service offered in our website or app store, in a secure and easy manner online, by credit, debit, pre-paid or virtual cards. BBVA has specialized agents in virtual payment platforms and also a service which offers us differentiating solutions. This account will give us the opportunity to collect monthly fees to our clients.

3.2.3 POST SALE SERVICE STRATEGY

We are committed to provide our clients a high quality service. We strongly believe that after a client purchase our service, a continue service must be offered. To do this, we must focus on how to keep satisfying them by taking into account all the opinions, suggestions and critics.

On the one hand, we want to offer them a customer service system in which qualified technicians assist them in all incidents. This service will be carried out by an outsourcing with DMS company.

On the other hand, as our purpose is to keep improving the service, we want to ask our clients about their opinions through an email survey. It will be done every 3 months.

Finally, we are interested in making an agreement with Waze in order to report our clients the amount of times drivers have detect them by using this app. We think all these statistics will satisfy our clients and make them see our service effectiveness.

3.3.4. MARKETING PLAN

3.3.1. MARKETING OBJECTIVES

- Capture an annual average of 5% of the federated cyclist population of Spain in the first year.
- Establish partnerships with two sports stores such as Decathlon and El Corte Inglés for the promotion of our product, adding value for both parties.
- Develop three promotional events within the first two years together with influencers of cycling through digital and offline marketing, as well as hold an awareness event with the support of the DGT, cycling associations and associated companies.

3.3.2. PRODUCT

BeSafe is an application which offers the possibility to the cyclist to go out to the road in a safety, simple and comfortable. It does not focus only in the cyclist sector, but also provides safety and tranquility on the wheel to the drivers, as they would be receiving warnings of proximity regarding to the cyclists.



Figure 19. Business logo

BeSafe arises as a result of a necessity of the society, trying therefore to solve it, the main aspects it will face:

- Cyclists abuses.
- Insecurity from the part of the drivers.
- Fear from the cyclists to practise their sport.

As part of getting the knowledge of our principle variables which affect to the development of BeSafe it will be done an analysis of the strengths, weaknesses, opportunities and threats, which is commonly known as the SWOT analysis.

	Negative Aspects	Positive Aspects
Internal Origin	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> ● Not being able to capture the participation of the drivers. ● The credibility as being a new tool. ● Dependence on a programmer ● Small experience and investment 	<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> ● Awareness about security ● Prevention of accidents ● The new relationship created between both groups will decrease the hostility ● Innovational tool in the market for security of cyclists and drivers
External Origin	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> ● Small number of clients and users ● Drivers think the responsibility is from the part of the cyclist sector. ● Other technologies in development similar for the security ● Elder people without access to internet. 	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> ● Prevent accidents with a low price can be attractive ● Campaigns of concienciation ● Alliance with Waze ● How easy is to use the APP ● If we have the support of the DGT we will reach to more clients.

BeSafe is an application available so much for IOS and Android, which they would work together with Waze, platform trough where the notifications will be given to the drivers about the localizations of the cyclists, and the DGT for providing the confidence in the convivence between cyclists and drivers in the road.



There has been done two segmentations studies of clients, in one site the cyclists, divided as well in two sectors, the professionals which practice in group and the amateurs who the practice it just for fun. In the other hand we have the other segmentation, the drivers, taking into account that it will have to reach a specific set of the hole drivers, as the drivers who circulate around the city will not be within our interests, being them the ones who circulate assiduously in the secondary roads, where the cyclists normally go.

From BeSafe there will be done a complete study of both segmentations of the clients mentioned. Carrying out a deep study of both getting to know their customs, preferences, and habits during the circulation. Like this from BeSafe we can get to know in detail their needs of both clients, and which is more important, the way it has to be covered, differentiative element in terms of creating the product and service.

For it, what the team did at the beginning was, as we have already said, validate what are the necessities of both sectors of study, drivers and cyclists. We are going to show the key questions, answers, and validations we did to know what we should built for them.

The first question we did to us was the essential one, why are the **cyclist** so desperate on the road and what is their thinking about it. Some of the most relevant answers we got:

“Pedro Javier Arzoz points out there is a culture and mentalization problem on drivers. Besides, he claims most cyclists he knows have thought about using mountain bike instead of road bike”.

“From Xabier Alkuaz, we have learned all cyclists choose the road depending on the day of the week.”

“From Xabier Martinez (25), we have learned that the lack of harder punishment for reckless drivers is needed and would be a huge help to solve the problem.”

“Luis Sánchez tells us all cyclists he knows always plan their tracks depending on the daily traffic”

To sum up, what we learned is what we had on our minds, there is a problem and that means that it can be a solution and a economic opportunity.

The last important validation from the point of view of the cyclist is if they are willing to pay for a service which will provide them safety on the road. The most relevant answers:

“Juan Carlos and Javier Guedez were very interested, the love bicycle and agree that a small fee for more security will be excellent”

From BeSafe we have recognised a problem where the people are willing to pay for, but the relationship is not only with them, that is the reason why we did the same work with the drivers.

Drivers argue the fact that sometimes cyclist go in groups one next to the other, making them to make sudden movements and feel insecure. What they said to it:

“Pedro Casilla, I’m a daily driver trough secondary roads who sometimes is scared about cyclist when the circle in groups making me hit a braking”

“Isabel González, I live in the outskirts of Madrid, it is not every day, but at least once or twice a week I feel scary about the cyclist when I see them in groups as I do not know what to do. Even more if I go with my son, I am scared for him.”

As we saw in the cyclist sector, drivers are having a similar problem in the secondary roads.

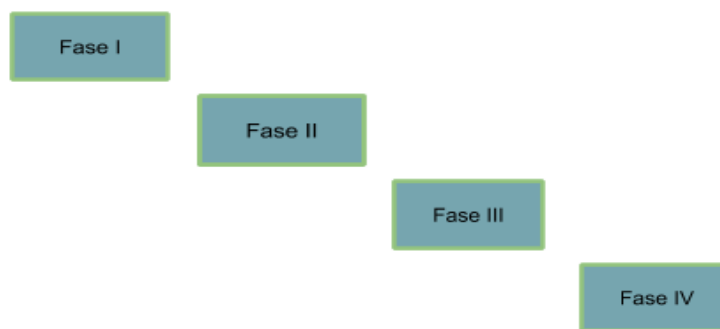
The last thing we validated was from the point of view of the drivers, they would like to help facing the problem they have together with the cyclists: achieve safety in the road. In addition, they argue that they would not agree if they would have to pay to achieve it. What they said:

“Juan Criado, I would like to contribute to life in peace and in a civilized way with the cyclists as I think is an important problem. I would also like to add that I would not care if I had to use any kind of APP or navigator, but I would not pay for it as I think it concerns to the cyclists.”

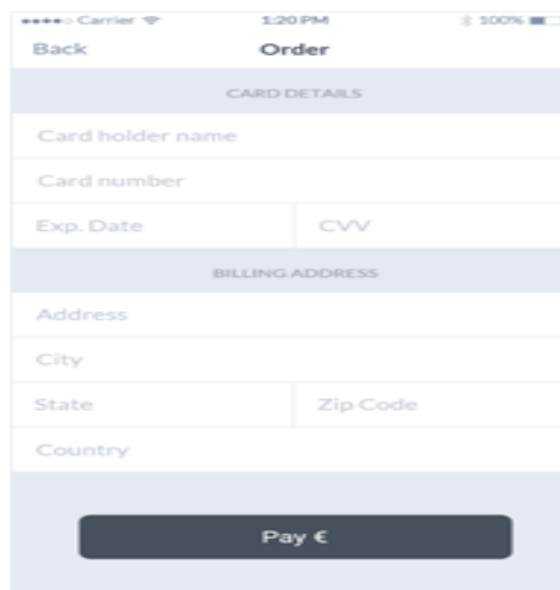
“Fernando Cuesta, As I have friends and familiars who practice this sport and I have been the problems its creating and all the accidents, im concern about this problem, I would like to help with it, but I would not pay”

From the Drivers we have learned that they are concerned about the problem, they are aware of it, but they will not pay. So now is time to start developing our product knowing that we have to create a product for both sectors, cyclists and drivers, with different characteristics and that just one of them will pay.

For trying to reach a tracking correctly of the cyclist clients, from BeSafe it will be followed the next scheme defined:

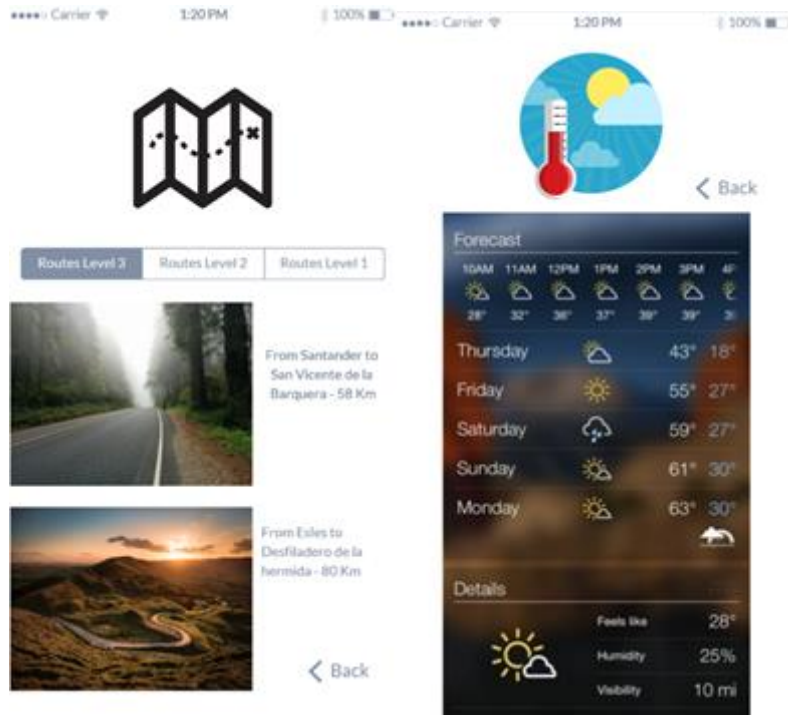


In the first Phase I it will be done the first contact with the client once they get register in the application. Useful information will be reached: Name, age, sex. Apparently this information is not relevant regarding to the service that BeSafe will provide, but nowadays personal information is getting even a more important role. In this way we will be able to send personalized advertisements and recommendations based on the information obtained. There is an image on how the first Phase will be done.



Once the register has been done in the application the second phase will start, Phase II. In this part the services will be exposed, from BeSafe we want to reach even more, it is useless to stop in the communication of

the location of the cyclists to the drivers, the user experience has to be improved. For it three elements will be included, maps, routes, maps of routes recommended to do, repair shops in the road in case of being necessary, and resting areas.



The Phase III will consist in giving use to the services provided in the application. The user once it has assimilated the function of the application there will be one last option in terms to improve even more their experience, they will have the chance to choose the range of kilometres from the position established by them in the places where they want to perform the activity, at the same time they can establish the maximum travel to do in that route. From the database stored in BeSafe it will be provided to them.

Once the routes are made, the user will have the possibility of rating and leaving a comment of the route, the places of interest visited, even the rest areas, or posting new routes that other cyclists could do, giving like this a very valuable information which can be of the interest for other cyclists in their choice .

Lastly, it will be concluded with the last phase, from where in BeSafe we consider the most important, the Phase IV. In this phase the client would not have to do anything, it will be from the own BeSaf who, through the information learned from the client, travels, interest zones, places where they stop to have a rest, we will be able to offer recommendation and advertisements personalised to each client.

Trough this tracking the confident of the client will be reached in our service thanks to all the services provided.

For the tracking of the drivers the work will be simplified as we will use the application Waze as an intermediary. The performance will consist in upload the information in the Waze application with the location of the cyclists; in this way as the drivers gets near to the cyclist they will receive an alert in the form of a noise. As it will be shown later, drivers will not contribute economically, the aim is to reach that those drivers will make use of the application to reach our main goal.



What it really has to be made is to work in their experience in the application, trying to reach the best solution in terms of making them a easy and comfortable the use of it. For it ,as it has been mentioned, BeSafe will work next to Waze making testes trying to find a balance.

From BeSafe the contribution of the drivers is essential as is a key element, reason why we will not stop with the Waze option, and there will be a second option, downloading the same application as the cyclists. In that application there will be a mode where once they start driving they will have the chance to activate it and will work in the same way as it has been established with Waze

3.3.3. PRICING POLICY

For the **pricing policy**, from BeSafe, as in any other business, there are two big cash flows of money, the expenses for developing the idea, and the earnings incoming once the product is sold.

Clearly what will maintain alive are the incomings that we can obtain. These are quite easy to locate as they come from the **subscriptions** of the cyclists and the possible publicity included in the application.

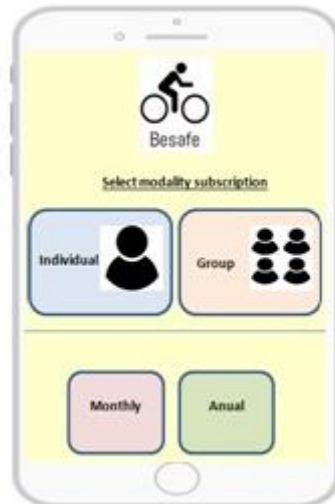
Despite of the principal goal of the company is to generate as much **benefit** as possible, we have the necessity to establish a reasonable, economic and competitive price to try to hold back our cyclists clients.

In BeSafe we are trying to not overcome the quantity of **2,99 € monthly** in the subscription, this way is easier for the cyclists to maintain the register active without us losing money or generation losses. For this payment there will be done through the application by two ways:

- Monthly payment
- Annual payment

As before has been mentioned, the subscription will be charged just to the cyclists, on the other hand the drivers would just have to use Waze o the BeSafe application.

Another possibility is to create an integrated package for various cyclists, taking in account 4 users, who normally make their routes together or are from the same cyclists team. This would make the subscriptions to our service as we will make an offer in the grupal price, being 8,99 € the price to pay for the members mentioned, reaching like this a saving nearly a 1€.



An attractive way of showing our clients the performance and the benefits of using our application is to **grant the first month for free**. In this way the cyclists can see and prove the security that BeSafe offers, and how easy is to use it.

At the same time we try to make specific plans for cyclists clubs and try to search for associations of bike brands or accessories where they would have a discount in BeSafe once they buy them.

From BeSafe we believe that is one of the strongest points to work at in terms of publicity and possible future clients that we will get, as the clubs will have the same goal, security in the road. On the other hand, from the part of the associations of cyclists, BeSafe will try to contact them, being the principle ones:

- Asociación nacional de ciclistas profesionales



- Asociación ciclista ruedas redondas de Málaga



- Tropela



3.3.4. DISTRIBUTION POLICY

An association with companies is another sector of this business to take into account, to these businesses BeSafe will offer them an extra value to their products, as they will not only sell just a bike, because they will also offer security. In this way they will reach to a product more complete and attractive, the proposal would be that with the purchase of the product the client would have one month for free in BeSafe, from what the company

will provide us with half of its cost, which means, 1.5€. Some of the principle companies that are the objective of BeSafe are:

- Decathlon



- El corte inglés



- Probikes



- Bicimarket



The **distribution policy**, as it has been mentioned in the previous sections, the application will be distributed through the App Store for IOS and Play Store for Android. The entrance of BeSafe to the Play Store is significantly cheaper than in the IOS system, but, as it is a system commonly used by lots of clients it will be necessary.

In this part, as it has been explained in the last point, the associations made with the companies of the sector in terms of making a deal where both parts would win, will be another distribution channel to take in account. As it has been detailed, a way to spread our product is through these companies, Decathlon, El corte inglés, Probikes, Bicimarket, where once they buy a product, they get immediately our application.

3.3.5. COMMUNICATION POLICY

One of the last parts of the marketing plan is the **communication policy**, as one of the objectives described, it is important that the value proposition that BeSafe offers will be communicated. For it, the purpose of BeSafe is to reach both segmentations, drivers and cyclists, and it will be necessary to define a communication campaign for both groups. The retention of the drivers is a big challenge, as without them BeSafe will not be developed correctly, for it the communication to the drivers will have to be different.

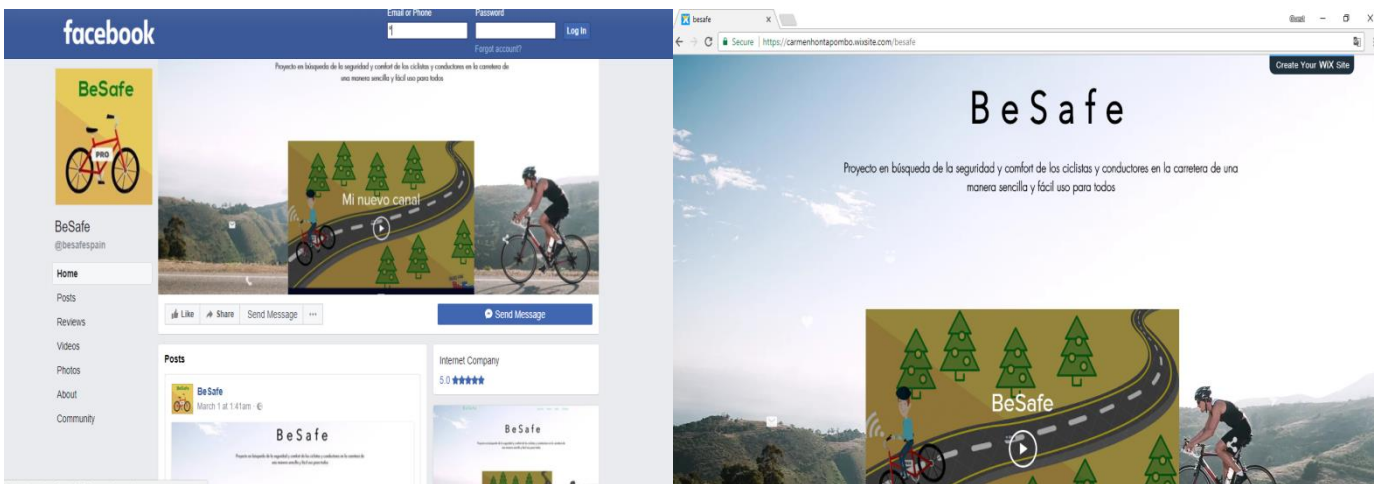
The communication plan will be divided in two different marketing areas: Digital Marketing Offline and Offline Marketing

Digital Marketing:

- Social Media

One of the most important aspects of the Marketing plan consists in the communication through the **Social Media** as it can be the most effective and economic way to make our application known, which will allow to BeSafe to reach to a huge quantity of people. For it, **Facebook** and **Instagram** will be used as they are the platforms most used with the biggest flow of people. Furthermore, a website has been developed, site where cyclists and drivers can get information about the application and how does BeSafe work, get to know our company and get register to receive information continuously.

On the following images the Facebook page and the webpage created from BeSafe are shown.



- Influencers

The publicity through the social media is hugely important to reduce costs and to get known to a big audience, nevertheless, we can support ourselves in **professionals of the cycling or influencers of the cycling** which provide as more credibility to our service and will help to attract more fans of this sport.

A clear example of our possible targets is “Purito Rodríguez”, who has been a professional cyclist with an important amount of followers in the social media, he is in favour of the security on the road for the cyclists and he is aware of the problems in the actuality as in can be seen in his twitter:



The costs of the influencers for the first two year are shown in the next table:

Concept	Year 1 Total (€)	Year 2 Total (€)
Digital Marketing	50.000,00	50.000,00

- Facebook Ads

Finally we have the paid media, tool which will be use within social media. BeSafe is a startup business that has a limited budget; therefore Facebook Ads is a great and affordable way to reach our target clients. This platform has a price range that goes from € 0.2 to € 1.74 for cost per click on the advertisement, cost per like or cost per installed app. With the experience and data management that Facebook has, it could offer us a powerful tool to promote BeSafe and reach people who are interested in cycling, road trip, people who are affiliated to cycling associations or sport brands and even people who are concern mainly on safety.



The costs of the digital marketing for the first two year are shown in the next table:

Concept	Year 1 Total (€)	Year 2 Total (€)
Digital Marketing	28.500,00	63.000,00

Offline Marketing:

- Associations

The associations are going to be a key element for this business as it has been explained before, they are a way to spread our product, possible incomes and in this case, a possible and important way to make marketing. Our agreement with these companies will consist in two parts, the first one, the extra value they are going to offer to their customers, and the second one, which belongs to the marketing plan, an agreement where they will show our logo in their products. This would consist on showing our logo

next to the information of the product and having next to it extra information about our company, achieving like this an important marketing campaign where a vast number of clients that visit this companies would get to know as and our service.

Another important association to take in account is the DGT. This is our main target as it would be the most useful if from BeSafe could be reached, but we are concerned that is the hardest and it is possible to not achieved it. Definitely with the support of the DGT our credibility will increase considerably and we could reach to a vast amount of people. Apart from having the cooperation with DGT, from BeSafe we will collaborate in events of awareness in where our product can get an important paper.



- Radio

As we get consolidated, from BeSafe we consider that is important the publicity through the **radio**. It is true that is a media which is decreasing, but still in the daily life of the drivers. The main goal of this media is to get us known to the drivers, to show them how the can use our services through Waze and realize how useful it can be BeSafe when they have to face a delicate situation on the road next to cyclists, and see how easy could have been to make it easier.



- Awareness event

An interesting way BeSafe could get out to the public and show its virtues is through an event. With the collaboration of associated brands and clubs, mentioned in previous points, and even DGT, a awareness event could be develop in order to get together people who are concern about safety on roads and also people who are passionate about cycling.

This event would be mainly focused on awareness about the insecurity on roads where cyclists go through and how both driver and cyclist suffer from it. Remarking the problem,

we have the opportunity to show a solution: BeSafe. We could show how the app works in real person and how useful it is.

In this event BeSafe will gather people to promote itself in a fun way, but at the same time giving us the reputation needed due to collaboration of our associations. One key element is the collaboration of DGT, which will give BeSafe a excellent credibility.



Finally, the costs of the offline marketing for the first two year are shown in the next table:

Concept	Year 1 Total (€)	Year 2 Total (€)
Offline Marketing	6.160,41	21.561,44

3.3.6. MARKETING STRATEGY

In order to reach our marketing objectives, we have developed various actions focusing on the importance of the issue and how BeSafe could present itself as the solution. We have considered everything mentioned in previous points and put it all together, resulting in the marketing strategy.

The first action BeSafe is going to take is and strong advertisement campaign through social media that will increase gradually in economic terms throughout the first two years. Social media is the most powerful and affordable tool BeSafe could use at the beginning, the various platforms allows us to reach several people and show our product. BeSafe is going to take an active present in Facebook Ads, Facebook, Instagram and website, ensuring to communicate the characteristic and utility our product has.

Beginning the second year, our strategy is going to be more aggressive, mainly because we would introduce influencers in our digital communication, another great part of using social media. These influencers, like Purito Rodriguez, will help BeSafe in ensuring the target of an annual average of 5% of the federated cyclist population of Spain, they are capable of reaching thousands of people with one posts, also considering the fact that they would have a strong impact in the decision making of the people how follow these athletes. Influencers' campaign will start when the Vuelta a España is near its beginning, at the time when people are more passionate about cycling.

BeSafe distribution channels are the many app stores in different operating systems, but we want to go a step further and align ourselves with sporting store like Decathlon. As

explained in previous points, not only this will allow us to communicate and distribute our products but also BeSafe will contribute in added value to these brands. Reputation and positioning are also aspect we are trying to get from these associations.

One of the most important actions we consider in BeSafe is the development of awareness events, discussed in the offline marketing headline. At these meeting we could show the issue we want to mitigate and present BeSafe as the solution. Also, the presence of sporting store or brands, cyclists association and even DGT will give BeSafe the reputation and positioning we are seeking. These events, and its potential date, will be conditioned by the agreements BeSafe could develop with sports brands, clubs and DGT. Nevertheless, its prompt development will carry out benefits for BeSafe.

3.4 FINANCIAL PLAN

3.4.1 COST OF CAPITAL

The cost of capital is going to be directly related with the cost of equity because our main source of funding it is going to be the equity of the partners and other investors. We will give a 10% of interest.

3.4.2 NET PRESENT VALUE (NPV)

Measures the profitability of the project taking into account the financial results of certain period, in this case two years. It is negative because we have not reach the break even. Although, the financial result will improve with the time due to the investments in marketing and the development of the app. It is usual that the NPV is negative in digital business the first years.

3.4.3 MODIFIED INTERNAL RATE OF RETURN (MIRR)

This number is very important because it determines how profitable project is in the long term for the investors. We have a MIRR of 14%, this means the project is profitable and it also ensures investors that they will get not only the investment back but also the interest.

3.4.4 PAYBACK

The time we need to repay the money we are asking to invest in our company is around five years; the period is quite long and probably sounds very far. But we believed that the success of our app is going to be tremendous because it will finish with a social problem. We are not just saying that we are going to fix the problem but we are one of the most innovative solution to fix it, that's why following our projections and all the investment we are going to allocate a great budget in marketing in order to get customers we are confident that in one year we are going to be able to payback the investment in the long term. To conclude it is a healthy project because the numbers work from the beginning. However, it is in the app business and it need a huge investment in marketing.

3.4.5 INVESTMENT NEED

We need to have two financial rounds, the first one of 60.000€ during March of 2018 and the second one of 40.000€ during February of 2019 .We need to handle a one year loss as we predicted in our projections, in addition we are putting a lot of effort in our marketing department in order to get as much client as we can. As we are disruptive startup we need to make sure our community knows us and to satisfy our community's problems which is the high rate of accidents between cars and cycling in secondary roads.

Additionally we will use crowdfunding to obtain capital, we will launch two crowdfunding campaigns both of them to obtain 60.000€ but we will spend in the campaign a 10% of our goal. Therefore the net profit of each campaign is 54.000€. First one will be launch during September of 2018 and the second campaign during August of 2019.

The most of the budget is allocated as marketing investments for online and offline campaigns this overwhelming figure of over 200.000€ is an attempt to viralize the project thought aggressive marketing campaigns. Therefore, we have considered that the CAC is going to get smaller with time. This is also the reason why there are so much difference between the CAC in the first two years but we think it will remain stable in the future.

4 CONCLUSIONS

Just as a brief conclusion about all we have mention before. We have found a market with an increasing trend in terms of cyclist. It is one of the most popular sports in Spain and it seems to keep growing and at the same time the number of accidents has also increased. It is also important to highlight that the number of hours using the phone same as the number of downloaded apps have increased.

BeSafe pretend to become in a cyclist community offering a wide range of services such as weather forecast, recommendation routes, black spots location and geolocation in the near future. An app with an easy use and with a strong post sale service policy.

We as a team, and as cycling lovers are very motivated on this amazing project as we aim to improve the security and also the comfort on roads, and for sure with the constants improvements on the technology we will be able to succeed in the near future. Lets keep working together in solving problems that involved cyclist because this is our goal improving your security.